

**GROWTH, ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Tuesday, 15th April, 2014

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITY CABINET COMMITTEE

Tuesday, 15 April 2014, at 10.00 am

Ask for: **Christine Singh Ext:
4334**

**Darent Room, Sessions House, County
Hall, Maidstone**

Telephone:

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (13)

- Conservative (8): Mr M A C Balfour, Mr A H T Bowles, Miss S J Carey, Mr S Holden, Mr J A Kite, MBE, Mr G Lymer, Mr C Simkins and Mr M A Wickham
- UKIP (2) Mr R A Latchford, OBE and Mr F McKenna
- Labour (2) Mrs E D Rowbotham and Mr R Truelove
- Liberal Democrat (1): Mr R H Bird

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A. COMMITTEE BUSINESS

A1 Introduction/Webcasting

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present.

A3 Election of Chairman

A4 Election of Vice Chairman

A5 Declarations of Members' Interest relating to items on today's Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

A6 Minutes of the meeting held on 23 January 2014 (Pages 7 - 12)

To consider and approve the minutes as a correct record

Future Meeting Dates 2014

Tuesday, 8 July in the Darent meeting room

Tuesday, 16 September in the Council Chamber

Tuesday, 2 December in the Darent meeting room

(All meetings will commence at 10.00 am)

A8 Verbal Updates by Cabinet Member for Economic Development and Cabinet Member for Community Services

A9 PRESENTATIONS -

- Level 39 Sleeping Giant Media – Short Video
- TIGER – Short Video
- Community Banking

B. MONITORING PERFORMANCE

B1 Draft 2014-15 Growth, Environment and Transport Directorate Business Plan (Strategic Priority Statement) (Pages 13 - 40)

To receive a report by the Cabinet Members for Economic Development; Environment & Transport; and Community Services on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport Directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

B2 Financial Monitoring 2013-14 (Pages 41 - 42)

To receive a report from the Cabinet Members for Economic Development and Community Services; and the Interim Corporate Director for Growth, Environment and Transport on the third quarter's full budget monitoring for 2013-14.

C. Other Items for Comment/Recommendation to the Leader/Cabinet or Officers

C1 Digitising Kent: Realising the Potential of New Digital Technologies (Pages 43 - 46)

To receive a report by the Cabinet Member for Economic Development and Economic Development Manager that sets out how Kent could become a 'digital leader', unlocking not just significant benefits for Kent's economy, but also in improving the quality of life for the County's residents.

C2 Establishing a 'Kent Tourism & Hospitality Guild' (Pages 47 - 54)

To receive a report by the Cabinet Member for Economic Development and Head of Regeneration Projects on the ambition for, and progress towards, the establishment of a Kent Tourism & Hospitality Guild.

C3 Update on Regional Growth Funds (Pages 55 - 76)

To receive an update report by the Cabinet Member Economic Development and Director, Economic Development on Expansion East Kent, Tiger (North Kent and Thurrock) and Escalate (West Kent and East Sussex).

C4 Strategic Economic Plan and the Kent and Medway Growth Deal (Pages 77 - 114)

To receive a report by the Cabinet Member for Economic Development and Director of Economic Development that outlines the content of the Strategic Economic Plan and the funding request as it relates to Kent, and sets out anticipated next steps.

C5 Verbal Update by Director of Economic Development

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Monday, 7 April 2014

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KENT COUNTY COUNCIL

ECONOMIC DEVELOPMENT CABINET COMMITTEE

MINUTES of a meeting of the Economic Development Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 23 January 2014.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr M A C Balfour, Mr R H Bird, Mr H Birkby (Substitute for Mr F McKenna), Miss S J Carey, Mr J A Kite, MBE, Mr R A Latchford, OBE, Mrs E D Rowbotham, Mr C Simkins, Mrs P A V Stockell (Substitute for Mr A H T Bowles) and Mr R Truelove

ALSO PRESENT: Mr M C Dance

IN ATTENDANCE: Ms B Cooper (Director of Economic Development) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

42. Declarations of Members' Interest relating to items on today's Agenda (Item A3)

There were no declarations of interest.

43. Minutes of the meeting held on 3 December 2013 (Item A4)

RESOLVED that the Minutes of the meeting held on 3 December 2013 were correctly recorded and that they be signed by the Chairman.

44. Verbal Update by Cabinet Member (Item A5)

1. The Cabinet Member for Economic Development, Mr Dance, started his verbal update by showing a DVD about Expansion East Kent. Following the DVD he invited Mr Kite to comment on TIGER, a similar investment fund operating in North Kent.
2. Mr Dance spoke about the International Maritime Organisation's Regulation 14 on sulphur emissions and invited Mr Holden to provide further details to the Committee.
3. Mr Holden said the European Directive of November 2012, which enabled Europe to comply with the regulations of the International Maritime Organisation, required shipping using the Channel, North Sea, and the Baltic Sea to use fuel of which the sulphur content did not exceed 0.1% from 1 January 2015. The effect of this directive was to require shipping to switch to marine diesel which was three times more expensive than the heavy fuel oil currently used, fit flue scrubbers which were expensive and used an unproven

technology or use liquefied gas which was technically difficult. In addition he reported the findings of an AMEC report commissioned by the Ship Owners' Association which suggested that freight hauliers might switch to using short sea routes and while this might benefit the Port of Dover there would be consequences for Kent roads and the pump price of diesel could increase by 2.8p per litre. Mr Holden said that the County Council had supported the Ship Owners' Association's submission to government seeking transitional arrangements and while the industry had welcomed KCC's interest felt able to manage without political support at this time.

4. Mr Dance responded to questions and comments about:
 - the risks to continued growth in East Kent including shortages of skilled workers;
 - the risk of businesses defaulting on loans;
 - the nature of the application process;
 - the cost of producing the DVD;
 - co-financing projects in conjunction with banks.
5. RESOLVED that the information given in the verbal update be noted.

45. PRESENTATIONS:- Kent Savers Credit Union and Linkages to Trading Standards Loan Sharks Project - Gail Devries, Chairman of the Board and Kent Loan Sharks Project

(Item A6)

(Report by Mr M Dance, Cabinet Member for Economic Development and Ms B Cooper, Director of Economic Development)

(Mr M Rolfe Trading Standards Manager (East) was also present for this item)

1. Ms Gail Devries (Chairman of Kent Savers) gave a presentation about Kent Savers which included information about: its establishment with initial funding and development in 2009; the challenges it faced including the voluntary nature of the board, the small paid office team and the need to further develop its profile in the community through partnerships; its growth and partnerships including with the Canterbury Diocese, employee savings schemes with KCC, the launch of Murston Community Bank; and the support that KCC had provided as well as practical suggestions about how this support could be sustained.
2. Mr Rolfe (Trading Standards Manager) gave a presentation about Trading Standards' work in general as well as information about a loan sharks project run in partnership with Birmingham City Council. This project had resulted in two prosecutions, one formal warning and a further eight cases which were continuing to be investigated in Kent. He also said the Loan Shark team employed a Financial Inclusion Officer whose role was to inform, educate and gain intelligence about possible loan sharking in Kent.
3. In response to questions, Ms Devries said that:
 - Kent Savers had become clearer about what could be done with the resources available and was focussing on supporting organisations that had the resources and willingness to work within the community such as the Church of England;

- Decisions on applications for loans could be turned around within 24 hours if all the necessary information was available but it usually took a couple of days and would never be as quick as payday loan companies;
- Credit unions could not accept investments of more than £15,000 and paid a dividend at the end of a year rather than an interest rate;
- Kent Savers decided to operate in Bexley following a request from a number of housing associations and that none of the seed funding from KCC had been used in this project;
- No further expansion would take place and the intention was to focus on Kent and Medway;
- Kent Savers did not actively engage with food banks but was willing to provide leaflets and other information on request.

4. RESOLVED:

- (a) That the report be noted;
- (b) That the presentations and the responses to comments and be noted.

46. New Leader Programme 2014-2020

(Item D2)

(Report by Mr M Dance, Cabinet Member for Economic Development and Ms B Cooper, Director of Economic Development)

(Mr H Jarvis, Programme Manager – Kent Downs and Marshes Leader was present for this item)

1. Mr Jarvis introduced the report which gave an overview of the activity that was planned for 2014 to develop a new Local Development Strategy for the Kent Downs and Marshes Leader area. It was planned that the new strategy would form the basis for a bid for Leader funding from the Rural Development Programme for England 2014-2020.
2. Mr Jarvis said that the KDML had been awarded £1,321,564 to fund projects and a further £330,387 for facilitation and administration between 2007 and 2013. During this period the programme had supported 54 projects with a total project value of £4,266,143 in land-based, small and micro enterprises and the community sector. The KDML had been awarded £30,000 transition funding from Defra to develop and submit a Local Development Strategy accompanied by a strong bid to draw down new funding in the Rural Development Programme for England - 2015-2020.
3. In response to questions, Mr Jarvis said that other funding received from the Local Enterprise Partnership could be administered within the structures established as part of the KDML programme.
4. RESOLVED that the report be noted.

47. Unlocking the Potential: Going for Growth: The Kent and Medway Growth Plan

(Item D1)

(Report by Mr M Dance, Cabinet Member for Regeneration and Economic Development and Ms B Cooper Director of Economic Development)

1. Ms Cooper introduced the report which included the draft Kent and Medway Growth Plan – Unlocking Potential: Going for Growth and explained the relationship with the South East Local Enterprise Partnership's Strategic Economic Plan and potential future government and European funding. The report also invited comments on the draft plan.
2. Ms Cooper said the report was consistent with previous discussions at the Economic Development Cabinet Committee, the Kent and Medway Economic Development Partnership, Kent Council Leaders and the Business Advisory Board and asked for any detailed comments to be submitted on the Kent Chapter by 31 January 2014.
3. Questions were raised and comments made about whether a potential change of government in May 2015 had been taken into account in drafting the plan, the importance of rural business to local economies, the importance of farming and agriculture for food security in the longer term, the desirability of not using land categorised as productive for solar panels; and the need for buy-in to the growth plan from borough and district councils.
4. There was general agreement that the report was well written and encapsulated the plans and aspirations for Kent's future development. It was suggested that the report be improved by adding case studies about real people and businesses at the beginning of the document.
5. RESOLVED:
 - (a) That the report be noted
 - (b) That Ross Gill (Economic Strategy and Policy Manager) be thanked for his work to produce a high quality draft plan.

48. Verbal Update by Director Economic Development

(Item D3)

There was no verbal update.

49. Unlocking the Potential: Low Carbon Kent

(Item D4)

(Mr M Dance, Cabinet Member for Economic Development and Ms B Cooper Director of Economic Development)

1. Ms Cooper introduced the report which provided an update on the current focus and initiatives in Kent relating to the low carbon environment technologies, goods and services sector which was a key theme in the emerging Kent and

Medway Growth Plan – Unlocking the Potential and a priority in the emerging EU Structural Funds 2014-2018.

2. A Member commented that nuclear power had not been mentioned in the report.
3. RESOLVED that the report be noted.

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From: Mark Dance, Cabinet Member for Economic Development
David Brazier, Cabinet Member for Environment & Transport
Mike Hill, Cabinet Member for Community Services

Mike Austerberry, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities
Cabinet Committee, 15 April 2014

Subject: Draft 2014-15 Growth, Environment and Transport
Directorate Business Plan (Strategic Priority Statement)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper:

For approval by Cabinet Members and Corporate Director

Electoral Division: All

Summary: This paper presents the draft Strategic Priority Statement for the Growth, Environment and Transport directorate which is the directorate level business plan for 2014-15. The paper recaps the new business planning approach for 2014-15 and explains the role and aim of the new directorate business plans, known as Strategic Priority Statements. It then sets out the sections of the draft Strategic Priority Statement for Growth, Environment and Transport and the next steps in getting it approved.

Recommendation: The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

1. Introduction

- 1.1 Directorate business plans are being introduced through the new business planning process for 2014-15, which was approved last year. One business plan is being produced for each of the four directorates in the new organisational structure and they will be known as Strategic Priority Statements. These replace the divisional business plans that were produced last year.
- 1.2 The new Directorate business plans are designed to provide light touch summaries of the key priorities for each directorate, along with high level resourcing, risk and performance management information.

- 1.3 This paper presents the draft directorate business plan 2014-15 for the Growth, Environment and Transport directorate, for consideration and comment by the Cabinet Committee.
- 1.4 Directorate business plans will be approved by Cabinet Members and the Corporate Director. They will then be published online.

2. Financial Implications

- 2.1 Facing the Challenge sets out the ambitious pace and scale of transformation that we need to deliver over the coming years. It is recognised that the authority needs to focus its limited resources on activity that supports transformation and the continued delivery of services.
- 2.2 The development of directorate business plans supports this by streamlining the business planning process, freeing up officer capacity. The directorate business plans will provide concise and succinct statements of our top strategic priorities, helping to provide clarity on this.

3. Bold Steps for Kent and Policy Framework

- 3.1 The priorities set out in the draft Growth, Environment and Transport directorate business plan build on the achievement of many of the priorities that were set out in Bold Steps for Kent.
- 3.2 In the context of Facing the Challenge, the directorate business plan looks beyond Bold Steps to identify priorities for the directorate in terms of service delivery and transformation to meet the future challenges.

4. Draft directorate business plan for Growth, Environment and Transport directorate

- 4.1 The new approach to business planning for 2014-15, including the development of Directorate business plans (Strategic Priority Statements) was approved by the Policy & Resources Cabinet Committee in September 2013. The aim was to introduce a less burdensome and more proportionate approach to business planning, reducing the number of individual member-approved business plans from 25 divisional plans to four high-level directorate business plans. It was agreed that business plans will no longer be used to provide delegated authority for officers, as this had tended to be confusing and is unnecessary with the Officer Scheme of Delegations in place. This means that the approval of directorate business plans no longer needs to be a Key Decision.
- 4.2 The Strategic Priority Statements provide a simple reference guide to the services that make up the new directorates, how each directorate is contributing to the Facing the Challenge agenda and set out the top level, collective directorate priorities for 2014-15.

4.3 The draft directorate business plan for the Growth, Environment and Transport directorate comprises of the following sections:

- Corporate Director's foreword
- Who we are, what we do – providing a summary of the role and purpose of the four divisions in the directorate and the key service delivery priorities for the coming year
- Cross-cutting strategic priorities – setting out five strategic themes for the directorate that are relevant to all of the services provided by the directorate. The strategic themes reflect the current context, both in terms of KCC's Facing the Challenge transformation agenda and the wider economic challenges that the county is facing, and this section explains how the directorate will make a contribution to addressing these challenges
- Directorate resources – providing a summary of the financial and staff resources of the directorate
- Workforce development priorities
- Key Directorate Risks
- Performance Indicators and Activity Indicators
- The directorate business plan is also illustrated with fact boxes and case studies to assist officers and members to understand the scale and diversity of the services delivered

4.4 The directorate business plan brings together information for the divisions that constitute the new Growth, Environment and Transport directorate. The five shared strategic themes set out in the directorate business plan demonstrate how the new directorate will work together collectively to deliver a diverse range of services more efficiently and effectively for the people of Kent.

4.5 The directorate business plan includes a section on workforce development. The directorate has identified a number of priorities for the year which will support staff to achieve the directorate's strategic priorities. The priorities are drawn from KCC's Workforce and Organisation Development Plan and Growth, Environment and Transport's Organisational Development Group Action Plan, both of which provide more detail. Workforce development is supported by four organisation-wide staff development frameworks managed by HR.

4.6 Each directorate business plan includes a section on performance, listing the Key Performance Indicators (KPIs) and Activity Indicators that will be used to monitor and report on the directorate's performance over the year. Core KPIs and Activity Indicators are included in the Quarterly Performance Report to Cabinet and the Performance Dashboards are presented to Cabinet Committees. The next set of Dashboards will be presented to Cabinet Committees for consideration in the summer round of meetings.

4.7 Each directorate business plan also includes a section on the key directorate risks, which are set out in more detail in the Directorate Risk Register. Directorate Risk Registers are being refreshed in spring 2014 and will be brought to Cabinet Committees for consideration in the summer round of meetings.

5. Next steps

- 5.1 Following any final amendments, including in response to comments made by members of the Cabinet Committee, the final directorate business plan for Growth, Environment and Transport will be approved by the Corporate Director and relevant Cabinet Members. All four directorate business plans will then be collectively agreed by all Cabinet Members.
- 5.2 The new business planning process does not remove the need for business planning below the Directorate level. It is a management responsibility to ensure that business plans are still produced at divisional and/or business unit level by Directors and Heads of Service in order to run their area of the business effectively. These business plans will not need to comply with a corporate template or be approved corporately, allowing Directors, Heads of Service and managers the flexibility to use business planning tools and practices that best meet their requirements. Although these lower level business plans will not be approved by Members, they will be available to view and download in a dedicated area of KNet that will be published once the Directorate business plans have received final collective sign-off.

6. Conclusions

- 6.1 The draft directorate business plan for 2014-15 for the Growth, Environment and Transport directorate provides a simple reference guide to the services that make up the new directorate, how the directorate is contributing to the Facing the Challenge agenda and other challenges, and the top level directorate priorities for 2014/15.

7. Recommendation(s)

Recommendation: The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

8. Background Documents

- 8.1 Paper to Policy & Resources Cabinet Committee 25 September 2013 on the business planning process for 2014-15.

<https://democracy.kent.gov.uk/documents/s42383/Item%20D1%20%20Business%20Planning%202014%2015%20%20Corporate%20Board%20-%20FINAL.pdf>

9. Contact details

Report Author:

- David Whittle, Head of Policy & Strategic Relationships
- 01622 696345
- david.whittle@kent.gov.uk

Relevant Director:

- Mike Austerberry, Corporate Director, Growth, Environment and Transport
- 01622 694130
- mike.austerberry@kent.gov.uk

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Growth, Environment & Transport Directorate
Strategic Priority Statement
2014-2015

This publication is available in other formats
and can be explained in a range of languages

24 hour helpline: 0300 333 5540
Text Relay: 18001 0300 333 5540

Growth, Environment and Transport Directorate

Draft 2014/2015
Strategic Priority Statement

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Corporate Director's foreword

Welcome to the Strategic Priority Statement for the new Growth, Environment & Transport directorate.

We provide a wide range of vital front-facing public services which everyone in Kent uses or experiences every day.

These include important community services like libraries, consumer protection and cultural assets; subsidised bus routes which assist residents get to school and town centres; initiatives in economic development which bring new jobs, housing and prosperity; the protection of Kent's unique environment; roads, waste disposal and the championing of major transport improvements.

Our goals are to ensure Kent's communities are successful, vibrant and safe places in which to live, in which people can move around quickly and efficiently, and business opportunities are maximised.

By bringing together this broad mix of services into one directorate we aim to commission and deliver them more effectively, enhance their cohesiveness and improve how local communities experience our services. This Strategic Priority Statement explains the work of the directorate in more detail and sets out its key objectives for the year ahead.

We will represent, champion and lobby for the best interests of Kent's residents and businesses with national government and other key agencies, in order to secure investments and influence policies to improve economic and social outcomes for Kent. We balance the need to accelerate jobs, economic and housing growth with achieving quality, sustainable growth in sympathy with Kent's unique natural environment.

We want residents and businesses to share in the benefits of growth. We will do this by maximising existing infrastructure and implement improvements through Kent's Local Enterprise Partnership monies; by undertaking innovative regeneration projects, often capitalising on Kent's cultural assets; and through skills development.

This will be an exciting year, not only to forge smarter ways of working together, but in continually exploring opportunities to redesign and integrate our services, and in working with local communities and partners. In this context it will be a challenging year of change and transition for services in the first phase of the County Council's 'Facing the Challenge' agenda, including for the Libraries, Registration & Archives, Community Safety and Emergency Planning services.

During this fast-paced and exciting period it will be important to keep our focus on delivering all our services with the greatest efficiency and front-line impact, whilst meeting the challenging budget reductions and service transformation objectives.

Mike Austerberry,
Corporate Director Growth,
Environment & Transport





Who we are, what we do

The Growth, Environment & Transport directorate is made up of a mix of frontline, strategic and commercial functions that directly provide services to the people of Kent, and promote Kent as a great place to live, work and do business.

The following pages provide an outline of the role and purpose of our divisions:



“Kent a great place to live, work and do business”.

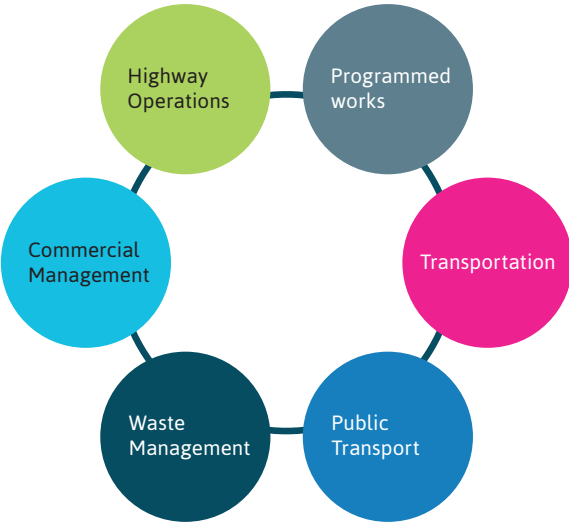
Highways, Transportation & Waste

Director - John Burr

The new Highways, Transportation & Waste division delivers services that are used by most, if not all residents on a daily basis as well as those who travel through Kent. It has two key roles:

- to maintain and improve the County's roads, pavements and other assets such as streetlights and drains that help everyone to make safe and reliable journeys on Kent's highway network. We deliver a wide range of services which include improving road safety for all users, managing traffic flows to ease congestion, working with others to provide viable alternatives to the car as well as delivering major projects and managing development in key areas of growth.
- the processing and disposal of the household waste and recycle collected by the 12 district and borough councils in Kent, to provide a Household Waste Recycling Centre (HWRC) service to residents, encourage waste disposal and recycling, managing landfill sites to prevent pollution and enforcing against environmental crime related to KCC waste services.

We deliver through six teams:



Key priorities - 2014/15

- **Young Persons' Travel Pass** – working with bus operators to deliver an affordable scheme for 11-16 years olds (replacement of the Freedom Pass)
- **Inclement weather response** – improving the planning and service delivery of these events based on lessons learnt and customer feedback from the extreme weather in 2013/14.
- **Developing options for a move towards light emitting diode (LED) streetlighting** – exploring invest to save opportunities to achieve financial efficiencies and environmental benefits in this area.
- **Developing schemes in the Strategic Economic Plan** – working closely with Directorate colleagues to ensure we have a robust and deliverable future capital programme.
- **Delivering better customer outcomes and reduced costs through innovative waste contracts** – delivering a new approach to managing Household Waste Recycling Centres by sharing risk and reward of maximising waste as a resource with service providers, benefiting KCC and customers.
- **Casualty Reduction Strategy** – we are listening to the community and customers about a predictive approach to reducing casualties and have undertaken good work on crash sites
- **Improving the service by learning from the Peer Review** – we are open to review and challenge and want to deliver improvements identified through the Local Government Association Highway Maintenance Efficiency Programme (HMEP) process
- **Delivering the best value transport for entitled scholars with Special Educational Needs (SEN)** - Working with Education & Young

People Services to ensure suitable application of policy and demand management. Reviewing how we procure transport to deliver best value for money and robust reporting mechanisms.

- **Improving the highways network management intelligence function and identify congestion busting solutions** – working closely with Members, the Community and Businesses.

- We regularly inspect over 5,000 miles of roads and 3,600 miles of pavements.
- In adverse weather we have 79 salting runs, salting 4000km of highways.
- Highways receive over 200,000 contacts and requests each year.
- We support over 200 bus routes across the County, issue 30,000 Freedom Passes and 280,000 Concessionary Travel bus passes for the elderly and disabled.
- We maintain 10 million square metres of grass and 500,000 trees.
- We inspect and repair 2,700 bridges and structures and two road tunnels.
- We maintain and repair 120,000 streetlights and over 700 traffic light sites.
- Each year we manage 700,000 tonnes of municipal waste.
- We help transport 50,000 school children each day.
- We look after 18 Household Waste Recycling Centres, with over 3 million visits per year recycling over 70% of the material received.

Did you know

Environment, Planning & Enforcement

Director - **Paul Crick**

This new division brings together strategic and frontline services that are fundamental to the future of the county, its residents and visitors.

Our work helps to support economic growth, increase the prosperity and viability of our businesses, and improve the quality of life in Kent for its residents. We stand up for Kent and its residents by working with partners locally, nationally and internationally to ensure the interests of Kent are represented and understood. We are facing many challenges and issues over the coming year, particularly in the current economic climate, with national government changes and proposals having a direct impact on our services – for example, KCC’s preferred option for the Government’s proposal for a Lower Thames Crossing seeks to balance the need to maximise economic development whilst minimising environmental impact.

The duty to co-operate in planning and strong government policies to boost the supply of housing, will result in plans for more residential development and a stronger emphasis on joint working between KCC, the District Councils and neighbouring authorities. We are working to influence Government through the Strategic Economic Plan to ensure Kent achieves maximum funding from the Single Local Growth Fund for transport schemes to support growth.

We are responsible for carrying out the statutory development management service on behalf of KCC and the formal processing of planning applications, as well as pre-application advice, enforcement, monitoring and planning appeals to deliver high quality sustainable development.

- Each year we process planning applications for around 300 developments including minerals, waste management facilities, schools, care facilities, children’s centres and country parks.

Did you know

We manage the delivery of the Kent Environment Strategy to protect and enhance the natural and historic environment of Kent. A key priority as the statutory Lead Local Flood Authority for the county is providing strategic environmental management to minimise flood risk by taking a strategic overview of local flooding and providing expert planning advice on ecology and landscape. Our work to tackle flooding issues and make homes more energy efficient will make a tangible difference to daily lives of vulnerable communities in Kent. We are working with businesses and other public sector partners to help them implement cost savings through environmentally-sound energy and travel choices.

We provide expertise to help discover, record, preserve, enhance and promote Kent’s heritage and widen enjoyment and understanding of the county’s rich past. We help ensure that the natural beauty and special character of the landscape and vitality of the communities of the Kent Downs are recognised, conserved and strengthened. We also manage ten local Gypsy and Traveller sites in Kent containing up to 150 pitches, and work to promote the equality and diversity of Gypsy and Traveller communities in Kent.

We manage the largest Public Rights of Way network in the country, delivering major capital schemes and large asset maintenance programmes, employing local contractors and ensuring compliance with the County Council’s statutory obligations, which includes managing the Definitive Map and dealing with all applications to amend it. The network contributes significantly to the health and wellbeing of our residents and the rural economy.

We are also responsible for Kent’s Common Land and Village Green Registration Service; and dealing with legally complex applications to register new village greens.

- We manage over 11,000 individual public rights of way (covering 4,250 miles) including 2,400 bridges and over 30,000 other assets such as signposts, gates and culverts, with an asset value of £86.4million.
- We are responsible for the protection and enforcement of 192 Open Access sites (5,127 acres), and the legal recording of over 111 Commons and 175 Village Greens.
- Explore Kent has over 315,000 service users per annum and helps generate £1.5b of tourism income from visitors exploring the countryside and coast.
- We manage the Kent School Games and brought over £5m of sports funding into the Kent economy over the last two years.
- Our 16 country parks cover 1750 acres and generate 1.6m visits a year.

Did you know

We lead the Explore Kent Initiative, a large multi-agency partnership to improve countryside access standards and information provision to help our residents safely explore and enjoy Kent’s countryside and coast. The popular and innovative Explore Kent website provides a nationally unique one-stop-shop for all information about enjoying the outdoors.

We support and drive the development of sport and physical activity, provide countryside management and education consultancy, and manage the provision of high quality country parks across the county.

We help protect Kent’s residents, businesses and communities through the statutory work of our regulatory services including Kent Trading Standards, the Coroners Service and Kent Scientific Services. We lead nationally on the intelligence led approach to preventing rogue traders, licensing and illegal goods, and helping keep vulnerable and isolated communities safe. We ensure the protection and welfare of animal health.

We have a statutory role to work closely with our partners to lead the co-ordination and delivery of safer and stronger communities across Kent, supporting the Kent Community Safety Partnership and Police & Crime Panel. We manage the community wardens service which provides a visible, reassuring presence to local residents to increase Kent’s community resilience. We provide the council’s lead role in the government’s counter terrorism programme, and undertake comprehensive multi-agency reviews of all domestic homicides that occur in Kent, reporting back to the Home Office.

- Each year there are circa 15,500 deaths in Kent & Medway. Of this 7,200 (46%) are referred to the Coroners Service.
- We monitor 200 sites storing petrol and explosives to ensure that these dangerous products are safely stored.
- For every £1 spent on Trading Standards fair trading work, consumers save at least £6.
- Over 40,000 people received an alert in 2013 from Trading Standards about scams or important local consumer issues.
- Our Regulatory Services collectively provided support to over 2,000 businesses last year.
- Our community wardens serve over 70% of Kent's communities.

Did you know

We work closely with our strategic partners such as Kent Police and Kent Fire & Rescue Service in the integrated Kent Resilience Team to fulfil our statutory role to respond appropriately, effectively and efficiently to emergencies and other disruptive challenges such as flooding and major road incidents across the county.

We deliver our services through a number of teams:



Priorities - 2014/15

- Integrating and transforming the new Environment, Planning & Enforcement Division's services including increasing income generated by the division's services. Implementing the recommendations of the Facing the Challenge review of Kent Scientific Services
- Using Growth without Gridlock to influence Government and other agencies to leverage and secure funding to support Kent's infrastructure and economy. Influencing strategic transport thinking at a local, regional and national level to articulate Kent's perspective
- Ensuring that Kent County Council's interests are fully reflected in the Local Plans prepared by District and Borough councils in Kent
- Delivering the Kent Environment Strategy and Countryside Access Improvement Plan priorities e.g. retrofitting, low carbon economy, supporting Kent green businesses and delivering services to protect and promote the natural environment, and public access to it
- Working with Kent's Flood Risk Management authorities to protect Kent homes and businesses
- Working with partners and businesses to protect residents, businesses and consumers particularly through work to combat rogue trading, illegal scams, and public and animal health protection
- Enabling community resilience through working in partnership with others, particularly through delivering community safety and emergency planning services
- Evidence, advocate and embed the contribution of sport and physical activity to wider KCC priorities, in particular Public Health/ Preventative Services
- Deliver £500k of repair works to the Public Rights of Way network under the Kent Flood and Gale Recovery Programme. In addition, deliver a £1m capital programme of urgent remedial works to major failing concrete and steel bridge structures.
- Support the national modernisation agenda for the Coroners Service through the delivery of a new strategic and fully integrated service providing a professional and caring approach for the residents of Kent and Medway
- Explore Kent to develop further their relationship with Public Health to help deliver public health priorities.

Economic Development

Director - **Barbara Cooper**

The purpose of Kent County Council's Economic Development function is to create the environment for business to grow and jobs to be created. To help achieve this, we have a focus on encouraging business growth.

We will engage with Kent's businesses to facilitate business and employment growth through initiatives such as interest-free loans to start ups and growing businesses, targeted support programmes to assist businesses access funding and new overseas markets, development of workspace incubator units to help micro and emerging businesses to become established, seeking new inward investment opportunities, and also specific support to key Kent business sectors such as tourism, rural and low carbon.

We also focus on developing and exploiting new and existing funding streams and mechanisms to enable the delivery of Infrastructure and Housing projects to support economic and jobs growth. We are working with Districts on introduction of the Community Infrastructure Levy, seeking to maximise funding from the Government's Single Local Growth Fund, leading on the roll-out of superfast Broadband access across Kent and also, working with Districts to maximise use of existing housing stock by bringing empty housing back into use including affordable family rented homes.

We promote investment into the local economy and manage regeneration projects that make Kent an attractive place to live, work and visit. We want to ensure that all areas of the county have the opportunity to develop, grow and recognise their full economic potential through regeneration opportunities. We have strong relationships with key business sectors, including social enterprise and the voluntary sector, and respond to regeneration challenges through work with our partners.

We help maximise our international links to grow the Kent economy, boosting trade opportunities for

- Through our partnership working, sector-based conversations and activity programmes we have extensive contact with over 2,000 businesses.
- Since 2012, we have awarded £28.9m, loan assistance supporting 92 businesses across Kent which will create 2,683 jobs through Regional Growth Fund programmes and almost £1million in small loans to new and emerging social enterprises through the Kent Big Society Fund.
- We are negotiating to secure new schools, libraries, youth, community learning and adult social care services on 50 major housing sites across Kent (developments with 500 or more units).
- Between 1 April 2013 and 31 December 2013, we have secured £7.9m from minor housing sites (developments up to 500 units) to provide for necessary additional local services.

Did you know

local businesses. We have responsibility for strategic partnerships and lobbying to influence international and EU policy, funding and legislation to champion Kent and promote it as the place to do business.

We promote Kent's identity as a prime tourist location and home of quality local produce and support some of the country's most high profile arts organisations which are based in Kent to

make and showcase work which is seen all over the world. We have responsibility for leveraging funding into the county to enhance cultural, arts and film opportunities for visitors, investors and residents to achieve Kent's economic potential. We seek to grow Kent's creative economy by developing the right workforce and infrastructure to support and grow new and existing creative industries. We promote opportunities for growth in all sectors, including maximising the potential of the voluntary & community sector by promoting social enterprise and jobs through the take up of the Big Society Fund.

We work with partners to provide industry based learning opportunities through internships, work placements and apprenticeships to develop creative and leadership skills. This drives up levels of educational attainment and provides young people with the necessary attributes to become a productive and skilled workforce.

We deliver our services through a number of teams:



From April 2013 - February 2014 the Kent Film Office

- Attracted inward investment worth over £9.2 million into the Kent economy from productions such as Sky Atlantic drama "The Tunnel", feature films "Into The Woods" "The Suffragettes" and "The Harry Hill Movie", ITV comedy "Edge of Heaven" and BBC dramas "Legacy" and "The Honourable Woman".
- Handled 574 location or permit requests which resulted in 725 filming days.
- Facilitated 13 on set opportunities for Kent trainees as well as 31 work experience placements at the Kent Film Office.
- As of January 2014 is exploring options for the creation of a permanent film studio space within the county to take advantage of the Governments tax breaks and attract more productions.

Did you know

Priorities – 2014/15

Page 27

- **Accelerating jobs and housing growth** through our activity programmes, inward investment, specialist business support advice and Regional Growth Funding. In supporting housing growth we will continue to engage with Districts, developers and key stakeholders to ensure that services KCC needs to deliver are adequately planned for and funded.
- **Getting the best deal for the LEP for Kent and Medway.** Unlocking the Potential will set out Kent and Medway’s priorities for the Strategic Economic Plan as the basis for negotiation between the LEP and Government regarding the specific allocation of Single Local Growth Fund monies. In parallel, new European funding streams will become available for the 2014-20 programming period.
- **Best representing business needs and opportunities to the whole Council.** We will provide Kent businesses with a strategic voice and through our business networks and contacts seek to ensure our programme activity is informed by feedback from business.
- **Bringing together and integrating new teams to maximise the effectiveness of services to local people**

- In the last two years we have leveraged £22m of external arts, culture and film funding into the Kent economy.
- In 2012 for every £1.00 invested in arts and cultural activity we generated £11.00 of external investment.
- Arts and cultural events provided 1,297 days of engagement of volunteers in 2012 (excludes Olympics)
- Arts and culture investment provided employment for creative industry practitioners for 1,472 days in 2012

Did you know

Libraries, Registration & Archives

Head of Service - Cath Anley

We work with all the people of Kent to deliver library, registration and archive services that support local people throughout their lives.

Our services are open to everyone, but also targeted to help those who most need our offer. Through our services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties.

Service Priorities

We focus on the three following areas:

Reading and literacy

Our objective is to help people improve their literacy and enjoy a wide range of reading experiences:

- Supporting economic recovery by helping people develop a key life skill that employers describe as essential for employees in 95% of UK based jobs.
- Giving children the best possible start in life and helping to tackle a significant factor that prevents people from helping themselves out of disadvantage by helping to raise their confidence and their aspirations.
- Putting people in control of their own lives by helping them make links in their communities through shared reading experiences; helping them broaden their knowledge base through reading; and supporting their learning.

Information, digital inclusion and active citizenship

Our objectives are to ensure people have the information they need to live full and active lives; to help people develop skills and become confident using the Internet; to provide access to broadband connectivity and computer hardware for those who do not have access elsewhere; and to help people to be active citizens:

- Supporting economic recovery by helping people develop digital literacy skills, essential in virtually all working lives; giving wide access to accurate, neutral and timely information to individuals and businesses; and supporting channel shift to enable public agencies and others deliver efficiencies by dealing with more transactions online.
- Ensuring that the disadvantaged in society have equal access to information; and the opportunities to develop digital skills and bridge the digital divide.
- Putting people in control of their own lives by supporting them to engage fully with public agencies. This could be through registration of their births, marriages and deaths; supporting them in their applications for settlement or citizenship; giving them access to the world of information and learning; and helping them to develop the skills to access information and services through online channels.

Bringing people together

Our objective is to give people opportunities to engage in shared experiences (for example reading groups, author talks, local history events, Talk Time, Baby Rhyme Time, citizenship ceremonies, marriages and naming ceremonies etc.) and content (books, audio books, information, archival and local history material etc.). Through such experiences, which can take place in many different locations and also virtually via the Web or telephone, communities raise awareness of their shared history; develop community ties; and start to build the skills and capacity to take control of their own lives.

- Supporting economic recovery by encouraging volunteering, and the development of new models of public service delivery in partnership with local people.
- Tackling disadvantage by bringing people together; helping them develop a sense of pride in their community through access to their shared history; and giving them opportunities to support each other.
- Putting people in control of their own lives by supporting the development of community ties through a range of opportunities and experiences; helping communities develop skills and capacity to take community action; and acting as a hub for the dissemination of local information.



“Services that support local people throughout their lives”.

Key priorities - 2014/15

To continue the work to ensure services meet local needs and KCC’s statutory obligations, and are sustainable for the future:

• **Future Services Strategy:**

Through our Future Library Service Programme and ‘Facing the Challenge’ Review we have been reviewing possible future service delivery vehicles and engaging with local communities, partners and providers to explore options for the future of their local library, registration and archive services. Together we have been looking at ways to reduce our costs and keep delivering high quality services, which will be more sustainable for the future. We aim to move forward with implementation of an agreed service model early in 2014/15.

To complete the review of the ways that communities can become further engaged in the shaping and delivery of local library services and implement agreed findings.

To complete the review of how registration services can respond to changes in the market and in legislation, now and in the future; and implement agreed findings.

ICT systems renewal – to complete the review of ICT systems that support Libraries, Registration and Archives services and implement the findings.

Archives digitisation – to secure a commercial partner to help us provide electronic access to significant additional parts of our collections.

Through our Future Library Service Programme and ‘Facing the Challenge’ Review we have been engaging with local communities, partners and

providers to explore options for the future of their local library, registration and archive services. Together we have been looking at ways to reduce our costs and keep delivering high quality services, which will be more sustainable for the future.

- On average customers borrow over 17,000 books, e-books, audio books and e-audiobooks from our libraries every day.
- We deliver services to the public through 99 libraries, 11 mobile libraries and 6 registry offices.
- In 12/13 we purchased over 230,000 new books and other items for our libraries.
- Over 3,000 people contact us online every day to book appointments; use our online information sources; look at the library catalogue; renew their loans etc.
- Customers spend over 640,000 hours per year using our public computers to access the internet.
- We help local people register over 31,000 births and deaths every year.
- We conduct over 6,000 civil ceremonies (marriages, civil partnerships etc.) every year.
- With the support of volunteers we deliver collections of books to over 1,500 home library service customers; and send audio books to over 1,110 blind and partially sighted customers.

Did you know



“On average customers borrow over 17,000 books, e-books, audio books and e-audiobooks from our libraries every day”.

Cross-cutting strategic priorities - 2014/15

With the Facing the Challenge transformation in mind we have developed five strategic themes for the directorate which are relevant to all of the services we provide. These themes clearly underpin the work of all our teams and pick up the commonality of the purpose of our services.

Given the pace and scale of change over the coming year, these priorities reflect a snapshot of the most critical strategic issues for the directorate, with more detailed milestones, actions and deliverables set out in supporting Unit/Team Business Plans and Transformation Programme and Implementation Plans.

Priority 1

Delivering against a challenging financial background to enhance Kent’s infrastructure and the lives of our customers

- Maximising income generation and smarter procurement
- Comparing our services to the market to ensure value for money
- Achieving our challenging Medium Term Financial Plan (MTFP) savings targets to deliver efficient and effective services
- Influencing Government and other agencies to leverage and secure funding to support Kent’s infrastructure and economy
- Developing our staff to ensure that we are an intelligent client

Environment, Planning & Enforcement

Journey time improvement scheme: Ashford to Ramsgate via Canterbury West

The aim is to reduce journey times between Thanet and Canterbury / Ashford/ London through line speed enhancement and related essential infrastructure works. The total cost of the Project is up to £11.8 million, funded through a Regional Growth Fund grant and Network Rail. The scheme will allow faster journey times for the planned Thanet Parkway station near Manston, delivering an hour's journey time via High Speed services to London. It will help to encourage economic growth and employment and widen higher education and employment opportunities for residents of Thanet.

Case Study 1

Highways, Transportation & Waste

LED Lighting

Kent County Council manages around 118,000 street lights and some 25,000 lit signs and bollards. The annual cost of illuminating these is around £5.8m, a cost that keeps rising in line with the increase in fossil fuel prices. The average increase for energy prices next year will be around 11%. We are taking a number of steps to reduce our annual energy consumption bill by £900k to £4.9m. This reduction in energy usage will also reduce our annual street lighting carbon footprint by 5,000 tonnes to 24,000 tonnes. We are also looking at the possibility of converting the County Council's entire stock of street lighting to LED with modern Central Management System (CMS). LEDs coupled with CMS will reduce energy consumption and carbon emission by a further 60%. They will also enable complete management of street lighting including dimming, switch on/off, and fault reporting. The fault reporting element of CMS will offer a significant improvement in customer service, in that it will enable real time reporting of faults reducing the need for members of the public to report them to us.

Case Study 2

Priority 1 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Country Parks – income generation

Kent Country Parks has been working over a number of years to reduce its costs to the Council whilst increasing earned income opportunities. Despite a reduced budget of 30% in the last three years, income generation has increased from 50% of the service budget to approximately 68% in 2014. New business streams in wood products, training, education, and birthday parties have all contributed to this success and further marketing of team building and venue hire in the coming year will contribute to an anticipated further increase.

Case Study 3

Economic Development

Big Society Fund

KCC established the Kent Big Society Fund in March 2012 in recognition of the importance of social enterprise and social investment in supporting economic growth, transforming the charitable and public sector sector service and developing skills and employment opportunities for individuals furthest from the labour market. The Fund, overseen by an expert investment panel, offers unsecured loan packages to new and emerging social enterprises. Often having no established financial history, these organisations are usually unable to access traditional finance products. Investment readiness is widely recognised as a barrier to social investment and the Fund provides a complete service including business and financial planning support and post loan support.

Case Study 4

Priority 2 Cross-cutting strategic priorities - 2014/15

Page 31

Priority 2

Transforming our services to deliver for the future

- Implementation and transition planning for Libraries and Kent Scientific Services, following the Phase 1 Market Engagement & Service Reviews
- Integration of teams into the new Growth, Environment & Transport directorate. Maximising synergies and good practice between services.
- Proactively identifying service areas/activities for future market reviews
- Using intelligence, customer insight and stakeholder feedback to inform the way we redesign and deliver our services to customers
- Clearly defining our service offering to manage expectations e.g. through the web

Economic Development

Integration of the International Affairs Group team into the Economic Development Unit

The integration of the International Affairs Group with the Economic Development Unit has meant stronger links between the development of the SELEP Strategic Economic Plan and EU funding programmes. The jointly prepared European Structural and Investment Fund Strategy sets out the priorities and activities for use of the SELEP EU funding allocation linking these to the outline priorities in Unlocking the Potential thereby maximising the benefits of EU funding to support our economic growth objectives.

Case Study 1

Priority 2 Cross-cutting strategic priorities - 2014/15

Highways, Transportation & Waste

Household Waste Recycling Centre Vehicle Voucher Scheme

In response to customer feedback, the Household Waste Recycling Centre vehicle voucher application scheme has been successfully moved online. 75% of applications are now received via the web site, reducing costs of back office processes by approximately 50% and reducing calls to KCC's Contact Point by 72%.

Case Study 2

Libraries, Registration & Archives

Reading Activists

The Reading Activists project offers opportunities for young people who would not normally use libraries to become involved in developing their own creative reading and writing activities. Over 3 years we have set up hubs at Thamesview School, Gravesham; Marlowe Academy, Thanet and Dover HQ youth club. The young people's confidence and self-esteem has improved, and they have run activities such as a storytelling session and a song-writing workshop. Evaluation has shown that following their participation, 84% of them enjoyed reading more and 74% enjoyed using the library more in their spare time.

We are working to embed the 'Reading Activists' approach into all our work with young people, involving them in helping to develop and deliver services.

Case Study 3

Environment, Planning & Enforcement

Intelligence-led Service Delivery

In response to the Council's approach in "Facing the Challenge" to ensure that the decisions we make have an absolute focus on outcomes, Regulatory Services has fundamentally transformed a number of its service delivery models to become customer insight/ intelligence-led. The Group, which includes Trading Standards, restructured to create a nationally unique Intelligence Team to direct service delivery whilst working hand-in-hand with external agencies including HMRC, Police, and Kent Fire and Rescue on intelligence data sharing. The expertise the team has developed is now being licensed to other local authorities who wish to benefit from this innovative approach to intelligence-led outcome focused service delivery.

Case Study 4

Economic Development

Social Innovation Lab Kent

KCC's SILK team (Social Innovation Lab Kent) was set up in 2007 with two ambitions. First, to provide a creative environment for a wide range of people to work together on some of the toughest challenges the county faces. And second, by drawing upon best practice from business, design and social science, as well as our own experiences here in Kent, SILK set out to establish a way of working that places it's citizens at the very centre of everything we do.

The team is currently working with Adult Services Commissioners on improving service pathways for people with dementia.

More information on all of SILK's projects can be found at <http://socialinnovation.typepad.com/silk>

The work on Dementia Diaries was Highly Commended at the Expo14 NHS awards in Manchester in March 2014.

Case Study 5

Priority 3 Cross-cutting strategic priorities - 2014/15

Priority 3

Responding to service demand to meet the needs of the customer in the most cost effective way

- Merging customer feedback channels to streamline the way in which service users provide us with their opinions
- Managing demand via the web (Channel Shift Strategy)
- Reviewing our infrastructure networks to achieve more cost effective solutions
- Using intelligence led, preventative activity to protect Kent's vulnerable communities

Economic Development

Regional Growth Fund (RGF) and its extension to new areas of the county - managing demand and pipeline

The original Kent Regional Growth Fund programme, Expansion East Kent, commenced in 2012 and to date has committed over £21m to companies. The programme's success has identified a demand for similar programmes; TIGER, commenced in March 2013 in North Kent and Thurrock and we are committed to deliver a third: Escalate, in West Kent and parts of East Sussex. This additional work can be met within existing staffing budgets.

Case Study 1

Libraries, Registration & Archives

Touch a new world

The Home Library Service (HLS) is a key way to prevent social isolation for home bound customers, but what about digital exclusion? Answering this question prompted us to give customers the chance to learn new information technology (IT) skills in their own home. So we are piloting one-to-one support, from trained volunteers, in peoples' homes to help them to develop the confidence to use IT and the Internet. If they don't have access to their own IT equipment then we lend them a tablet computer while they complete the training. One HLS customer said: *"Before I was useless and now quite happy. The sessions were really good and I enjoyed them. I am more confident than I was before. My sons can't believe it! Thank you so much."*

Case Study 2

Environment, Planning & Enforcement

Stop the Scammers

Stop the Scammers is an intelligence-led preventative programme by the Regulatory Services Group to support and protect chronic victims of mass marketing fraud leaving them in dire financial and emotional hardship. An innovative Scam Toolkit has been developed and Community Wardens will visit known chronic victims, (over 2,000 in Kent) to provide them with the advice and support they need to help them spot a 'phone or postal scam and not respond to it. Intelligence will be gathered to help us tackle the scammers, whilst delivering targeted education and information campaigns to consumers.

Case Study 3

Priority 4 Cross-cutting strategic priorities - 2014/15

Priority 4

Maximising partnerships to utilise and share knowledge and resources

- Working with the South East Local Enterprise Partnership to address barriers to growth and explore opportunities for enterprise
- Joint working with Districts to realise overarching strategies
- Working in partnership to protect consumers, especially the vulnerable
- Influencing strategic thinking on local, regional and national levels
- Providing advice on major developments
- Exploring integration opportunities with our public, private and VCS sector partners

Economic Development

Transforming Kent Economic Board to Kent and Medway Economic Partnership

The establishment of the Kent & Medway Economic Partnership has helped to secure the support of and to build a strong consensus with Business Advisory Board, Kent Leaders and Sub-County partnerships of East Kent Regeneration Board, Thames Gateway Kent and West Kent Partnership Board to develop and shape Unlocking the Potential which will be the basis for input to the Local Economic Partnership Strategic Economic Plan as a means of securing new government funding for Kent and Medway infrastructure projects.

The proposed Growth Deal and Strategic Economic Plan was submitted to Government at the end of March 2014. The document is available via the following link: http://southeastlep.com/pdf/South_East_LEP__Growth_Deal_and_Strategic_Economic_Plan.pdf

Case Study 1

Environment, Planning & Enforcement

Kent Resilience Team

In support of the objective set out by Facing the Challenge around integrating services to deliver wider priorities and efficiencies, a new integrated team, the Kent Resilience Team, will bring together staff from KCC, Kent Fire and Rescue and Kent Police, to deliver an enhanced emergency planning and business continuity service for Kent. It is expected to deliver revenue savings of £250,000 pa across the three partners, with KCC saving at least £80k in year one and an additional £120k pa from 2015-16. The team will be located together at Fire Service HQ in Tovil and the first year of operation will be trialling the approach to see if the resources put in by each partner are appropriate to the pressures on the service. In addition to the financial benefits to the partners, the new approach will give a single point of expertise for the county and better co-ordinated support to the Kent Resilience Forum; it is expected to lead to more effective partnership working, improved quality and consistency of emergency planning and business continuity advice, support and response, and more consistent policies and procedures across the partners.

Case Study 2

Libraries, Registration & Archives

Margate Town Read

Margate Town Read has brought the whole community together to read, celebrate and enjoy the same story, The Positively Last Performance by award winning author Geraldine McCaughrean. This book's fictitious landscape and characters of Seashaw were based on Margate's rich heritage. This project has enabled joint working between LRA, the Theatre Royal, Open University Press (the book's publisher) and Hartsdown Academy, creating a buzz about reading in the town and giving away free copies of the book for local people to try. There have been opportunities for Margate residents to experience quality literature-based activities, with a programme of workshops for local schools and the author supporting the launch and finale.

Case Study 3

Priority 4 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Tackling health inequalities

Billy is sixteen years old. He lives with his mum and younger brother on a deprived housing estate. Over the last few years Billy has had no contact with his dad. In the past Billy has struggled to behave in school and would consistently get into fights with fellow pupils. Billy abused his body with alcohol and substance misuse. He was permanently excluded from school when he was fourteen and referred to Maidstone Pupil Referral Unit where he would regularly lash out by punching walls or other students in fits of rage. His violence became a major concern among his teachers.

When the Amateur Boxing Association of England (ABAE) began work with the Kent County Sports Partnership to deliver the GB Boxing Awards Scheme at Maidstone Pupil Referral Unit (PRU), Billy's interest in amateur boxing was identified. He made rapid progress on the course, and Billy began to assist the ABAE coach. For the first time in his life Billy was given responsibility in a subject that he enjoyed. Teachers at the PRU outlined significant changes in Billy thanks to the boxing:

- He stopped abusing his body with alcohol and substance misuse
- He became physically fit and began to make healthier choices to his diet
- He stopped being violent to his peers and committing anti-social behaviour

Case Study 4

Environment, Planning & Enforcement

Public Health/Health Inequalities

Two of Kent’s Country Parks, Shorne Woods near Gravesend, and Pegwell Bay near Sandwich, now host the internationally acclaimed parkrun. Parkrun organise free, weekly, 5km timed runs around the world. They are open to everyone, staged in all manner of green space, and are safe and easy to take part in.

Every Saturday morning at 9am people of all abilities partake in a run or jog around nominated parks. Numbers of Kent participants have increased steadily since the inception spring 2013 with approximately 50 and 100 people of all ages and abilities regularly taking part at Pegwell Bay and Shorne Woods respectively.

Run by volunteers, but supported by the infrastructure at the parks, the feedback from participants has been excellent as fitness levels improve, feelings of well-being increase and new friendship groups have been established. An additional benefit has been the opportunities for new volunteering roles to support parkrun. It is great to see loyal and committed volunteering teams who turn up every week to do their bit to ensure the success of parkrun and who at the same time are able to enjoy the natural beauty of the parks.

Case Study 5

Economic Deveelopment

Promoting Volunteering

In March 2013, KCC, with partners in the voluntary sector, launched the Kent Volunteering Charter, a public statement of our commitment to supporting, developing and recognising volunteering and volunteer-led activity in the county. The vast majority of the UK voluntary and community organisations are very small, with income of less than £10,000 per year. The impact that they deliver in communities is highly valued, building resilience and capacity. These organisations are also dependent on volunteers. Approximately a third of all adults in the UK volunteer at least once a month with a current upward trend in activity. KCC works with voluntary sector partners to

- promote volunteering opportunities across all ages and backgrounds;
- to develop new ways of volunteering which allow people to offer the time they are able through channels that suit them;
- to promote the health and well-being benefits for both volunteers and for beneficiaries.

Case Study 6

Priority 5 Cross-cutting strategic priorities - 2014/15

Priority 5

Realising the value of the environment to the Kent economy

- Balancing the economic and environmental benefits and concerns of strategic transport schemes
- Protecting the environment whilst encouraging business
- Encouraging community involvement in the natural and historic environment
- Delivering the priorities of the Kent Environment Strategy

Economic Development

Offshore windfarms

Kent is designated as a Centre for Offshore Renewable Engineering (CORE). There are three major offshore windfarm projects in Kent; the Kentish Flats, Thanet Offshore and the London Array. KCC has been working in partnership with London Array and Vattenfall to develop local supply chains to realise new business opportunities. A study by the University of Chichester confirms that Kent and Medway has the potential to meet 40% of the industry’s supply chain needs especially in operations and maintenance, support services, port and marine activities.

Going forward, we will be working with partners to strengthen the CORE offer, explore the establishment of a trade body, improve the relationship between wind farm operators and local business, and, exploit regional specialisation initiatives to elevate Kent’s position as a key member of the supply chain.

Case Study 1

Priority 5 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Sandwich flood defences

£5m of KCC capital funds has secured a crucial £21.7million flood defence scheme for Sandwich. This scheme not only means an improvement to the lives of Sandwich's residents and business, by raising flood defence to a 1 in 200 year level of protection and bringing flood risk down to low risk for 488 homes and 94 commercial properties, it has also secured the economic future of East Kent. By addressing the flood risk for Discovery Park, the site has been designated an Enterprise Zone meaning businesses located there can benefit from a 100% business rate discount worth up to £55k a year for five years. As a result the site has seen a new owner – Discovery Park Ltd – and some 50 new businesses, employing over 1,300 staff, are now situated there. Further to these economic benefits, we have seen other priorities of KCC supported by the scheme - in particular we have worked with Jackson, the contractor for the scheme, to develop an apprenticeship on the project providing a great opportunity for youth employment and development.

Case Study 2

Environment, Planning & Enforcement

Explore Kent

Enabling people to more readily access greenspace is a priority in the Kent Environment Strategy. Explore Kent leads on this priority. With over 315,000 service users, Explore Kent offers members of the public information and quality assured products to help them explore the environment through walking, cycling and other outdoor pursuits. In doing so they spend money in pubs and other rural businesses. Kent's tourism industry is worth £2.5billion - £1.5billion of this is directly attributed to visitors exploring the countryside and coast demonstrating the value of the environment to the Kent economy supported by Explore Kent.

Case Study 3

Directorate resources

Financial & Staff Resources

The Growth, Environment & Transport directorate has a total net budget of £170,909.8 (£000s) for 2014/15. The directorate will have a total of approximately 1354.3 FTE from 1st April 2014.

Division	FTE	Staffing	Non staffing	Gross expenditure	Service income	Net expenditure	Grants	Net cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management and Directorate Budgets Mike Austerberry	15.0	862.1	777.1	1,639.2	-68.0	1,571.2	0.0	1,571.2
Economic Development Barbara Cooper	63.4	3,538.1	4,247.4	7,785.5	-1,626.5	6,159.0	-139.3	6,019.7
Highways, Transportation and Waste John Burr	437.2	18,022.0	131,126.0	149,148.0	-13,918.8	135,229.8	-1,203.0	134,026.8
Environment, Planning and Enforcement Paul Crick	379.6	15,099.1	9,089.0	24,188.1	-7,158.6	17,029.5	-786.5	16,243.0
Libraries, Registration and Archives Cath Anley	459.1	12,911.2	5,337.6	18,248.8	-5,199.7	13,049.1	0.0	13,049.1
Sub total - Growth, Environment and Transport	1,354.3	50,432.5	150,577.1	201,009.6	-27,971.0	173,038.6	-2,128.8	170,909.8

Workforce development priorities – 2014/15

Workforce Development

Our organisational priorities for 2014/15 are set out in the **Workforce and Organisation Development Plan**. This will help us to develop a workforce that is flexible, adaptable to change and that has the skills, competencies and capacity to deliver the priority to ‘Manage Change Better’ in the transformation and integration programmes set out in ‘Facing the Challenge’.

These priorities are supported by four strategic **staff development frameworks** including Leadership & Management, Support Staff and Health & Safety, which have been developed in collaboration with managers and staff across the organisation and are designed to support all staff, whatever grade or job role, develop the skills and knowledge required to improve performance across the organisation.

Workforce Planning

Workforce planning is an important aspect of workforce development and business planning which managers use to consider how to achieve the ‘right people, skills, place, time and cost’. A series of tools are available which support managers to plan ahead for issues such as succession planning, critical roles and talent management, and consider what the workforce will require in terms of future skills, , knowledge and behaviours.

Directorate Priorities

We have identified a selection of directorate workforce development priorities, which will help support our staff to achieve our strategic priorities for the year ahead. These are drawn from our Workforce and Organisation Development Plan and directorate Organisational Development (OD) Group Action Plan:

1. Continue the active support for the recruitment and retention of young people.
2. Workforce Development & Planning – extend the initial pilot undertaken by the Programmed Work team in Highways, Transportation & Waste into the directorate so managers can effectively undertake succession planning for their service.
3. Continue leadership and management development within the KCC framework.
4. New Ways of Working – The Growth, Environment & Transport Directorate will consider different ways of working so flexible working can be adopted.

Environmental Priorities

The Council is committed to leading on and delivering the Kent Environment Strategy, priority 5 under Bold Steps for Kent, meeting its environment policy commitments and achieving its corporate targets. Our service outlines how we deliver these priorities through our annual Sustainability & Climate Change action plan, which is available on request. This action plan is communicated to all staff, who are also expected to deliver through their own personal action plans.

Key directorate risks – Growth, Environment & Transport

Achievement of the challenging priorities set out in this Statement will require a mature approach to risk, involving an appropriate balancing of risk and reward to ensure that threats to achievement of objectives are appropriately managed, while opportunities are enhanced or exploited.

The key directorate risks for the coming year are likely to relate to:

- Maximising potential opportunities associated with bringing together the functions of the new directorate as a result of the top-tier realignment, so as to strengthen the directorate’s collective offer for citizens and service users.
- Securing access to sufficient resources to reduce the gap between the costs of infrastructure required to support growth and regeneration.
- Ensuring effective collaboration with multi-agency partners at local and national level to aid effective response to, and recovery from, potential civil contingencies e.g. extreme weather events.
- The challenge of meeting demanding budget savings requirements in services that have high sensitivity to changes in income and grants.
- Ensuring that staff, contractors and the public remain safe in the delivery of our services.
- The continued threat from Ash Dieback disease in Kent, which could have potential financial, environmental and safety implications requiring attention by our services.

Several of the risks above feature on the corporate risk register due to their potential for organisation-wide impact. Further details of these risks and their mitigations will be contained in the directorate risk register, which is being refreshed in spring 2014 to reflect the make-up of the new directorate.

Key performance indicators

Each Directorate produces a regular performance report of progress made against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. This is set out in a Directorate Dashboard which is regularly reviewed by the appropriate Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in a Council wide Performance Report – the Quarterly Performance Report.

The Targets for Key Performance Indicators and Activity Thresholds for 2014/15 for the Growth, Environment & Transport Directorate are outlined below.

Performance Indicators

Ref	Indicator Description	2013/14 Estimate	2014/15 Floor	2014/15 Target
ED01	Target number of jobs created and safeguarded through Regional Growth Fund (RGF) other funding provided by KCC	4,050	2,000	2,400
ED02	Percentage of RGF committed at full contract stage – Expansion East Kent (New)	60%	75%	80%
ED03	Percentage of RGF committed at full contract stage – Tiger (New)	34%	90%	100%
ED04	Funding levered into arts and culture	15m	5m	6m
HT01	Potholes repaired in 28 calendar days	93.2%	80%	90%
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	92.5%	80%	90%
HT03	Streetlights repaired in 28 calendar days	92.5%	80%	90%
HT04	Customer satisfaction with routine service delivery (Call back survey) - Highways and Transportation	84.7%	60&	75%
WM01	Municipal waste recycled and composted *	45.5%	44.5%	46.5%
WM02	Municipal waste converted to energy *	37.4%	37.0%	39.5%

* Targets are phased by quarter across the year and increase from previous year result to the final target by equal stages each quarter.

Performance indicators continued

Ref	Indicator Description	2013/14 Estimate	2014/15 Floor	2014/15 Target
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRC)	71.8%	70.3%	71.8%
WM04	Annual customer satisfaction with HWRC service (New)	N/a	85%	90%
EPE01	Reduction in business mileage by KCC staff	7%	3.5%	5%
EPE02	Rogue traders disrupted by Trading Standards	24	20	30
EPE03	Dangerous/hazardous products removed from the market (New)	N/a		
EPE04	Businesses provided with advice and support from Regulatory Services	1,150	750	1,250
EPE05	Average PROW fault resolution time (days) – rolling 12 month	50	75	60
EPE06	KSS external income	670k	620k	690k
EPE07	Income generated by Kent Country Parks	1.04m	0.97m	0.97m
EPE08	Volunteer Hours deployed in Kent Country Parks	11,000	9,000	13,000
EPE09	Sport and Physical Activity Income levered into county	2.8m	1.5m	2.5m
EPE10	Participation of young people aged 11 – 25 in programmes coordinated by Sport and Physical Activity Service	8,800	10,450	11,217
LAR03	Average number of eBooks issued per day *	214	150	235
LAR04	Average number of online contacts to Libraries, Registrations and Archives per day	2,650	3,000	3,500
LAR05	Number of ceremonies conducted by KCC officers, including Bexley	5,798	4,500	5,300
LAR06	Customer satisfaction with Birth and Death Registration (New)	N/a	90%	98%
LAR07	Customer satisfaction with ceremonies (New)	N/a	90%	98%
LAR08	Customer satisfaction with Libraries and Archives (New)	N/a	90%	93%

* Targets are phased by quarter across the year and increase from previous year result to the final target by equal stages each quarter.

Activity indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2014/15 Expected
HT05	Number of contacts to H&T from the public (phone, e-mail, fault reporting web-tool)	Upper	55,000	55,000	60,000	60,000	230,000
		Lower	45,000	45,000	50,000	50,000	190,000
HT06	Number of contacts requiring further action by H&T	Upper	25,000	25,000	30,000	30,000	110,000
		Lower	20,000	20,000	25,000	25,000	90,000
HT07	Work in progress for H&T	Upper	8,150	8,150	9,150	9,150	
		Lower	5,850	5,850	6,850	6,850	
WM05	Tonnage of waste collected by district councils	Upper					537,000
		Lower					507,000
WM06	Tonnage of waste collected at HWRC	Upper					163,000
		Lower					143,000
LAR01	Number of visits to libraries (including mobile libraries) - 000's	Upper	1,690	1,720	1,600	1,590	6,600
		Lower	1,400	1,400	1,350	1,350	5,500
LAR02	Number of books issued (includes eBooks and audio books) – 000's	Upper	1,500	1,550	1,500	1,500	6,050
		Lower	1,300	1,350	1,300	1,300	5,250
EPE07	Number of deaths referred to Coroners (New)	Upper	1,850	1,850	1,850	1,850	7,400
		Lower	1,750	1,750	1,750	1,750	7,000

Notes

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From: **Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Communities
Mike Austerberry, Interim Corporate Director for Growth,
Environment and Transport**

To: **Growth, Economic Development and Communities
Cabinet Committee – 15 April 2014**

Subject: **Financial Monitoring 2013-14**

Classification: **Unrestricted**

Past Pathway: **Cabinet 24 March 2014**

Summary:

The Cabinet Committee is asked to note the third quarter's full budget monitoring report for 2013-14 reported to Cabinet on 24 March 2014.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee, based on the third quarter's full monitoring to Cabinet.

1. Introduction:

- 1.1 This is a regular report to this Committee on the forecast outturn.

2. Background:

- 2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio together with key activity indicators and will be reported to Cabinet Committees after they have been considered by Cabinet. These quarterly reports also include financial health indicators, prudential indicators, the impact on revenue reserves of the current monitoring position and staffing numbers by directorate. In the intervening months a mini report is made to Cabinet outlining the financial position for each portfolio. A link to the third quarter's monitoring report for 2013-14 is provided below:

<https://democracy.kent.gov.uk/documents/s45556/Item%207%20-%20Revenue%20Capital%20Q3%20monitoring.pdf>

(Please press down the control button and click on the link above, which will open the report)

- 2.2 Although the full Cabinet report is provided, this Cabinet Committee only needs to consider the items that are within its remit, as per Appendix 1 of Item 8 on the 27 March 2014 County Council agenda: Transformation – Cabinet Committee Reform. A link to this report is provided below:

<https://democracy.kent.gov.uk/documents/s45622/Transformation%20-%20Cabinet%20Committee%20reform.pdf>

(Please press down the control button and click on the link above, which will open the report)

- 2.3 As explained in the December Cabinet Committee report, the annexes to the Cabinet report are presented in the pre-election portfolio structure.

3. Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee based on the third quarter's full monitoring to Cabinet.

4. Contact details

Report Author

- Jackie Hansen, Strategic and Corporate Services Directorate Finance Business Partner
- 01622 694054
- jackie.hansen@kent.gov.uk

Relevant Director

- Mike Austerberry, Interim Corporate Director for Growth, Environment and Transport
- 01622 694130
- mike.austerberry@kent.gov.uk

By: Mark Dance, Cabinet Member for Economic Development and Elizabeth Harrison, Economic Development Manager

To: Growth, Economic Development and Communities Cabinet Committee - 15 April 2014

Subject: Digitising Kent: Realising the potential of new digital technologies

Classification: Unrestricted

Past Pathway of Paper None

Future Pathway of Paper None

Electoral Divisions All

Summary

Digital technologies are transforming the way we work and live at an unprecedented rate. This paper sets out how Kent could become a 'digital leader', unlocking not just significant benefits for Kent's economy, but also in improving the quality of life for the County's residents.

Recommendation

Members of the Growth, Economic Development and Communities Cabinet Committee are asked to NOTE and ENDORSE the report.

1.0 Introduction

"No matter what business or service you deliver today, digitalization is changing it. The changes we see in media and digital marketing are just the beginning. If you work in agriculture, mining or manufacturing, digitalization means a new opportunity for you as well. "

(Peter Sondergaard, Senior Vice President in Gartner Research)¹

"The UK is not maximising the potential offered by digital technologies, because too many individuals and organisations are not using them to their fullest or not using them at all. We estimate that the UK could have increased its annual 2011 GDP by up to £63 billion if it had achieved global leadership in digitisation."

Booz&Co. "This is for Everyone" Report, November 2012 (Commissioned by GO ON UK")

1.1 The UK Charity GO ON UK has set out a compelling case for universal digitisation across the UK – that is, getting everyone online and encouraging

¹ <http://blogs.gartner.com/peter-sondergaard/the-digital-industrial-economy/>

both individuals and organisations to maximise the use of digital technologies within their lives and businesses.

- 1.2 They argue that the socio-economic benefits of developing greater digital capability across organisations, businesses and individuals has the potential to:
- Create a £63 billion uplift in UK GDP if the UK could become a global leader in digital adoption.
 - Boost SME annual turnover by £18.8 billion if SMEs marketed and sold online.
 - Save £5.1 billion by developing and promoting digital public services.
- 1.3 In Kent alone, on this basis, higher levels of digital usage, capability and leveraging of emerging transformative technologies could translate into:
- an estimated £1.5 billion increase in Kent's GDP
 - enhanced SME turnover
 - significant savings for the public sector
- 1.4 In addition, there are also considerable social benefits in promoting greater adoption of certain new technologies. In particular, there is growing realisation that collaborative technologies such as Skype and Facetime, can play a significant role in overcoming social isolation – whilst next generation 'telecare' technologies could enable older people to live independently for longer within their own homes, whilst offering greater peace of mind for families and carers.
- 1.5 As a result, this paper outlines the key activities currently underway to optimise the adoption of new technologies by Kent's residents and businesses, and foster the development of new digital sectors.

2.0 Improving connectivity to create a strong digital foundation

- 2.1 Substantial investment is being made in improving Kent's connectivity. Superfast broadband is already available in over 500,000 premises across the County as a result of commercial investment programmes and the BDUK programme is working to bring superfast broadband to areas that that would otherwise not benefit. Combined, this means that by the end of 2015, 91% of premises across Kent will have superfast broadband, with all properties having access to a basic broadband service.
- 2.2 KCC remains committed to extending the reach of superfast broadband and is currently working with the government regarding the new Superfast Extension Programme – which will seek to increase superfast broadband coverage to 95% of properties. Match funding will be required for the programme and we are currently scoping options with the Corporate Finance team. We have also registered an interest in Kent becoming a pilot location for testing new technologies in 'hard to reach areas' as part of the Government's new Innovation Fund programme – which is aimed at the hardest to reach areas.

- 2.3 Given that the Kent and Medway BDUK project is funding open access infrastructure (i.e. a broadband service can be purchased from a range of different communication providers), we are discussing with a number of ISPs opportunities for joint campaign work to promote the availability of new services as they come on line.

3.0 Fostering Kent's digital economy.

- 3.1 KCC is working with Microsoft to develop an innovative programme to accelerate the development of Kent's digital economy. This work includes:

- a) Establishing an inspirational business seminar programme to improve SME knowledge re new technologies – and to provide an insight into emerging trends. This programme will be launched at the 'Kent Reimagined' event on the 24th April, which will feature a key note from Microsoft's Chief Envisioning Officer, Dave Coplin. The event will then be followed by a series of business to business 'show and tell' seminars highlighting a range of themes e.g. effective digital marketing, new digital payments, cloud-based working etc.
- b) Exploring how we can support the development of new 'digital sectors' such as 'big data', the 'internet of things', next generation telehealth and telecare to establish Kent as a 'digital leader'. Analysts predict that these high value sectors will be critical drivers of future economic growth, for example:
 - Big data represents the monetisation of information and is often described as the 'oil of the digital economy'. Essentially it about utilising advances in computing power to develop new techniques for collecting and analysing huge bodies of data to produce useful insights or services – such as real time customer feedback, real-time data on the spread of disease etc. Research undertaken by CEBR has indicated that the UK's big data' sector will be worth £41 billion per annum by 2017 and will have already generated 58,000 jobs.
 - The Internet of Things - In 2009, there were 2.5 billion connected devices with unique IP addresses to the Internet. The majority of these were devices people carry such as cell phones and PCs. Gartner (a US based firm of analysts) has predicted that by 2020, there will be up to 30 billion devices connected with unique IP addresses, most of which will be products (e.g. household appliances, sensors in roads, wearable items). They have predicted that this will create a 'new economy' and that the total economic value add for the Internet of Things will be \$1.9 trillion dollars in 2020, benefiting a wide range of industries, such as healthcare, retail, and transportation.

We are currently working on an Interreg project which will seek to map specific opportunities within these new emerging sectors for Kent.

- c) Examining how the development of a 'digital or virtual layer' can create new economic growth opportunities – either in leveraging Kent's proximity to London (and especially Tech City) or creating new ways to drive high street sales.

With respect to the latter, Kent has worked with Microsoft to submit a bid to the Technology Strategy Board in their recent 'High Street Reimagined' call for projects. This seeks to develop a cutting-edge proof of concept using digital and augmented reality technologies to enhance high street navigation, local business 'discoverability' and local retail spend.

4.0 Promoting the social benefits

- 4.1 The growth of smart phones, tablet devices such as ipads and smart televisions has created new, more accessible ways for consumers to access the internet. Nevertheless, the Office of National Statistics has reported that almost 20% of the UK population does not use the internet, many of whom are older demographic groups.
- 4.2 There are particular opportunities in promoting the benefits of technologies such as Skype and Facetime to older groups. KCC is, therefore, producing a 'how-to' video highlighting how easy these technologies are to use and the difference they can make in feeling connected with friends and families.
- 4.3 In addition, the advent of the 'Internet of Things' will mean that more and more household appliances will have the ability to be connected to the internet in the 'smart home' – which will have many applications to support assisted living. For example, devices such as Smartkettles are already being widely used in countries such as Japan, for example, to send text or email alerts to family members when they have not been boiled by elderly relatives within a set timeframe. Similarly, next generation 'telecare' technologies used by healthcare and social care professionals will also enable people to live longer independently within their own homes.

5.0 Conclusion

There are considerable economic and social benefits to be realised in Kent by optimising the take-up and adoption of new technologies – as well as by fostering the development of new digital sectors. The work streams currently underway will ensure that the County is well placed to realise the opportunities of the new emerging digital economy.

6.0 Recommendation

Members of the Growth, Economic Development and Communities Cabinet Committee are asked to NOTE and ENDORSE the report.

Background Documents

None

Report author

Liz Harrison

Economic Development Manager

Growth, Environment & Transport

01622 221381

Liz.harrison@kent.gov.uk

By: Mark Dance, Cabinet Member for Economic Development and Theresa Bruton, Head of Regeneration Projects

To: Growth, Economic Development and Communities Cabinet Committee - 15 April 2014

Subject: Establishing a 'Kent Tourism & Hospitality Guild'

Classification: Unrestricted

Electoral Divisions: All

Summary

This report provides details of the ambition for, and progress towards, the establishment of a Kent Tourism & Hospitality Guild following the initial public proposal at the 'Kent Tourism Conference 2013' at the end of March last year.

Recommendation

Members of Economic Development and Communities Cabinet Committee are asked to **NOTE** the report and **ENDORSE** plans to further progress the initiative with partners and stakeholders.

1.Introduction

- 1.1 The tourism and hospitality sector provides 64,000 jobs in Kent and is worth £3.4bn to the local economy annually. It has the potential to grow and offer even more jobs and economic benefit in the future, indeed, tourism is forecast to grow by at least 3% per annum over the coming five years and Kent is performing above average in the sector when compared to the national average. The Paramount proposal for the Swanscombe Peninsula is a prime example of future opportunity that will demand a high number of skilled staff that we would ideally want to see recruited from within the County.
- 1.2 Businesses in Kent's hospitality sector have a recognised skills gap, general recruitment and retention challenges and a strong desire to simplify paths of entry to its many and varied businesses that would promote sustainable, professional career development.
- 1.3 Latest published figures show that whilst unemployment, at 2.5%, is below the national average of 3.0%, over 4.7% of all 18-24 year olds in the county are unemployed. Five Kent districts have youth unemployment rates higher than the national average of 5.1% and that includes Thanet at 10.3% which is the highest in the South East Region. The need to focus on career pathways for this group is critical.
- 1.4 There is a range of education provision in schools and FE colleges across Kent that could lead to careers in the tourism and hospitality

sector but it is often isolated, varied in the skills developed and lacking in practical connections with the industry.

1.5 The primary challenges for the tourism and hospitality sector in Kent are recognised as being:

- low awareness of the sector as a route to sustainable, professional jobs
- poor perception of the sector as a career choice for young people
- confusing qualification entry pathways into the sector
- limited linkages and collaboration between businesses and the education sector
- a very fragmented employment base comprising many small and medium sized businesses

2.The Ambition for a Kent Guild

2.1 The emerging ambition for KCC, Visit Kent and local industry representatives is to establish a Kent Guild to shine a spotlight on this sector with a view to raising its positive profile as an attractive and sustainable career option especially for young people. At the same time there is a need to focus minds and activity on what is necessary to develop and streamline entry and progression pathways for students from the age of 14 onwards. In particular, there is a desire to focus on the practical skills developed. As such, there will be a strong private sector influence that will provide clear guidance into the needs of local businesses and to determine the overall image the sector wishes to convey to visitors, customers, stakeholders and especially to prospective employees.

2.2 Businesses will also give practical support from the early stages as providers of essential work experience and similar opportunities as well as performing strong advocacy roles for the sector.

2.3 A fully developed Kent Guild would encompass key stakeholders and provide a single focus for:

- promoting/marketing a positive image of the sector;
- operating and working within the sector in Kent for employers;
- working with the sector for education and skills providers;
- supporting young people looking to embark on a career; and
- supporting businesses to develop, grow and to recruit and develop young people into sustainable jobs.

3.Progress To-Date

- 3.1 The idea was first publicly mooted at the 'Kent Tourism Conference 2013' held at the Dover Cruise Terminal in March where it was welcomed by international, national and local sector representatives as much needed and a move that would reflect the value already attached to professional careers in the tourism and hospitality sector in other parts of the world.
- 3.2 Representatives from our Regeneration and Economy team and Skills and Employability Service have been working closely with Visit Kent Ltd to develop the concept for a Guild along with education providers and employers.
- 3.3 Nationally, People 1st, the Sector Skills Council for Hospitality, Passenger Transport, Travel and Tourism are working to transform skills in the sector, particularly in the areas of management and leadership, customer service and craft/technical skills. It has more recently created a National Hospitality Guild to 'address the industry's overwhelming desire to simplify professional development, help the hospitality sector address its skills gaps, and to train and retain the best staff.' People 1st presented their 'annual state of the nation' report at last year's Tourism Conference in Kent which highlighted the low perception of the sector as a career pathway choice and the general recruitment and retention issues experienced across the sector.
- 3.4 Visit Kent colleagues have been working closely with People 1st, This is proving to be a valuable liaison where there is potential to draw upon existing practice, materials, accreditation and kite-marking expertise as we develop a Kent focused Guild..
- 3.5 Business representatives are already lending active support to the initiative including hosting a number of workshops bringing together Education providers from schools and colleges across the county to consider and progress the idea.
- 3.6 The first workshop involved over 40 professionals from 33 schools and colleges. The delegates welcomed information about the potential for growth and jobs within the sector, acknowledged the challenges faced by businesses in recruiting and retaining staff at all levels and shared experience and concerns about the changing education, qualification and funding landscape in schools and colleges. Key issues identified included:
- acknowledged that poor perception was a key barrier to careers in the sector for the need to address this under the general banner of 'Aspiration, Attitude and Achievement';
 - a desire for a local, Kent based solution;
 - the recognition of, and commitment to, securing more opportunities in the hospitality and tourism sector for their

students;

- an expressed desire for greater linkage with representatives from the all levels of the business community to inform and enthuse students as well as provide practical work experience and apprenticeship opportunities across the piece as well as real part time job opportunities to complement FE based training;
- the wish to be better connected amongst themselves where they could continue to build upon the shared experience and best practice begun at the workshop;
- an understanding that the qualifications landscape and funding is complex and changing but that it should not inhibit the ambition to develop the Guild for Kent idea;
- acknowledgement that raising awareness and developing a positive profile of the sector needed to be aimed at parents and carers as well as the students;
- the potential of KCC's Kent Choices 4U portal to be developed to provide a sector specific response; and
- beacons of excellence in terms of some existing links between schools, colleges and local businesses to be shared.

3.7 Further meetings of a representative group have resulted in a more detailed proposal for a pilot initiative is now being worked up with four core providers from which the initiative can now grow.

3.8 A further initiative by Visit Kent and business leaders is being rolled out and involves a programme of visiting schools and raising the profile of opportunities in the Hotel/hospitality sector in Kent and enthusing students to this sector for wide ranging career options. This has been well received to-date by students and teachers alike and is a sound foundation upon which to continue to build the advocacy and changing perceptions aspects of the Guild proposal.

3.9 Finally, the recent success of East Kent College in attracting £7m+ to convert one of their iconic buildings to a 4* training hotel reinforces the need for, and benefit of, Kent specifically focussing on the development of the tourism and hospitality sector through such a mechanism as the Guild.

4.Next Steps

4.1 Steering Group

A private/public/academic sector steering group has been established to inform, drive and support plans for the emerging Guild. The group is being co-ordinated by Visit Kent, and is well placed to assist the development of this initiative including providing the links to its extensive network of employers. Initial conclusions that will guide future activity include:

- Recognition of the need to build and maintain momentum

and therefore an initial focus on what can be achieved quickly;

- Agreement to the development of a detailed proposition providing the basis for a bigger launch/call to action with businesses early in 2014;
- Commitment to a detailed analysis of best options for an interactive web-based portal that promotes the Kent tourism and hospitality industry, bringing together employers, training providers and individuals as well as including guidance on simplified learning and qualification pathways that can lead to jobs;
- Linking of the portal with KCC's Kent Choices 4U site; and
- The need for options to be costed and funding opportunities to be identified and secured with the ambition that it becomes a fully sustainable Guild.

4.2 **A 'Kent Passport'**

Proposals are being considered by the key stakeholders for the introduction of a 'Kent Passport' as a mechanism for bringing parties together and providing a unique offer for the sector in Kent. It would be a demonstration of the skills and experience achieved for those looking to enter and progress within the sector, for education and skills providers and for employers wishing to actively support work experience, apprenticeships, professional development and local recruitment. Importantly, there is already significant commitment from Kent businesses to support a managed programme of work experience placements deemed essential by school and training providers.

The aim would be to build prestige, value, respect and recognition for the quality of tourism and hospitality services delivered under the 'Kent Passport' and the jobs and staff therein. It would not seek to create a locally devised 'qualification' which would be costly and hold little value but instead to draw upon the best and most appropriate qualifications, evaluation, experience, guidance and support for local access. Very importantly, it would be a demonstration of practical skills acquired for specific deployment with the sector.

4.3 **A Digital Portal**

As well as maintaining momentum with current activity the steering group has identified the quickest and most practical way forward in the first instance is the development of a dedicated digital portal. The site would explain and advocate the breadth of benefits, opportunities and wide career choices available in this sector in Kent raising its profile and hopefully changing poor perceptions.

It would also provide a comprehensive vehicle for people searching for training and skills information in Kent, for advice and guidance about entry paths into the sector and for employers looking to offer work experience, apprenticeships, part and full time work and professional career opportunities. In time, it would also underpin the

Kent Passport as a symbol of personal progress and achievement and quality service delivery. The portal would link with KCC's Kent Choices 4U careers site and the potential to develop it, in due course, with relevant advertising income and sponsorship would be pursued.

4.4 **Resourcing**

Identifying the necessary resources to develop and maintain the Guild including the portal and the associated services to business includes Government and EU programmes. The impact envisaged will require pump priming funds to get the Guild off the ground. Once operational, it is envisaged that it could be further developed on a more commercial basis. At this stage, it is estimated that set-up, development and operation of the Guild, and in particular, the digital portal, marketing campaign and curriculum development elements would be in the region of £80,000 over three years. £30,000 has been committed from the Regeneration Fund and Education Learning and Skills has committed a further £10,000 along with specific activity to support the curriculum/skills framework pilots starting this year. The remaining funding needed will be sought from external funding sources, private sector partners and through more commercial activity linked to the portal.

5. Conclusions

- 5.1 The plans to develop a Kent Tourism & Hospitality Guild are well underway and have already gained active support from a range of key stakeholders as well as wider industry interest.
- 5.2 Funding of £10,000 has been committed by ELS, a further £30,000 committed from the Regeneration Fund to develop the wider Guild initiative in advance of activity to raise additional funding from other sources to achieve a fully operational Guild and then move it to a self-sustaining model.
- 5.3 The private sector led Steering Group being co-ordinated by Visit Kent will guide and oversee continued progress. This will include the identification of funding streams which will be essential to support development of next steps including the digital portal, work experience programme, Kent Passport and marketing and promotion of the sector.

6. Recommendations

- 6.1 Members are asked to **NOTE** the report and **ENDORSE** plans to further progress the establishment of a Kent Tourism & Hospitality Guild

Background Documents: None

Name: Theresa Bruton

Directorate: Growth, Environment and Transport

Email: Theresa.bruton@kent.gov.uk Tel: 01622 221957

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By: Mark Dance, Cabinet Member Economic Development and
Barbara Cooper, Director, Economic Development

To: Growth, Economic Development and Communities Committee –
15 April 2014

Subject: Update on Regional Growth Funds

- Expansion East Kent
- Tiger (North Kent and Thurrock)
- Escalate (West Kent and East Sussex)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: All except Ashford

Summary and Update

In November 2011 KCC were awarded £35m of grant funding from the Department of Business, Innovation and Skills (BIS) for businesses in the East Kent area. The Expansion East Kent programme was launched in April 2012 and the funding is available until March 2016.

The Expansion East Kent programme offers 0% loans to SMEs wanting to start up or expand their businesses in Canterbury, Dover, Shepway and Thanet. The programme has a target of creating and safeguarding 5,000 jobs. The programme also has the opportunity to offer grant and equity investment in exceptional circumstances to businesses.

In March 2013 the Tiger Fund was launched after £20million was made available from BIS for North Kent and Thurrock businesses. The Tiger Programme offers 0% loans to SMEs to start up or expand their business in Dartford, Gravesham, Medway, Swale and Thurrock.

In December 2013 the Escalate Fund was launched and offers 0% loans to SMEs to start up or expand their business in Maidstone, Sevenoaks, Tonbridge & Malling, Tunbridge Wells and East Sussex districts of Hastings, Rother and Wealden. This fund offers up to £5.5million and is available until March 2015.

1. Update on Expansion East Kent Fund

- 1.1. As of 21st March 2014, 57 companies have received funding with a further 8 companies awaiting a decision by the Investment Advisory Board at its meeting on 22nd April 2014.
- 1.2. The 57 companies who have already been approved for funding will during the lifetime of their start up or expansion plans have received just over £21 million of RGF funding and will create over 1,600 jobs. In addition the companies will generate private sector leverage of approximately £51 million.
- 1.3. There are 48 applications in the pipeline and these applications, if approved total £6.4 million.

- 1.4. As part of the contractual agreement with BIS, Kent County Council is required to report and provide case studies on every company who receives funding. The attached Pen Portraits document (see Appendix 1) provides all the information required. This document is also used as part of the marketing campaign and can be viewed on the website by potential applicants to the programme.
- 1.5. In January 2014 a celebration event was held in Canterbury which was attended by Greg Clark, Minister of State. The event showcased over 50 companies who have received funding and provided an overview of the achievements of the programme from the companies' perspective. A short video is available for viewing: <http://youtu.be/nPiYY-68zao>
- 1.6. Members of the Economic Development Committee and the Investment Advisory Board have previously participated in visits to some of the East Kent companies who have received loans from the programme. See attached Appendix 2. Feedback from the companies visited has been very positive. They welcomed the opportunity to showcase their business and engage with the council and members.
- 1.7. Looking ahead for the remainder of the programme, at its most recent meeting the Board agreed to set up a loan scheme specifically to support small businesses, and to extend this to Ashford as well as the existing East Kent area. It also agreed to establish an equity investment scheme with Narec Capital which will be used to support high growth technology companies.

2. Tiger Fund

- 2.1. The Tiger Fund has just held a celebration event in Dartford showcasing more than 20 companies that have successfully achieved loans from the funds. A total of £6.8m has been committed and the businesses have committed to creating or safeguarding over 500 jobs. A short video is available for viewing: <http://youtu.be/fFT-vRubxJ4>
- 2.2. The Pen Portraits at Appendix 3 provide details of each company that has been awarded funding including a brief description of the company, details of amounts awarded and jobs safeguarded or created.

3. Escalate Fund

- 3.1. In December 2013 the Escalate Fund was launched and offers 0% loans to SMEs to start up or expand their business in Maidstone, Sevenoaks, Tonbridge & Malling, Tunbridge Wells and East Sussex districts of Hastings, Rother and Wealden. This fund offers up to £5.5 million and is available until March 2015. The fund, which will be available until March 2015, will provide up to £5.5m and will be delivered as part of the existing Tiger programme.
- 3.2. The application process opened on 6th December 2014 and as of 21st March 2014 35 companies have indicated an intention to apply for funding totalling over £6 million. If all applications were approved over 530 job opportunities could be created. The first meeting of the Approval Board for the programme, comprising representatives of both public and private sectors and chaired by KCC, took place on 31st March.

4. Recommendation

The Growth, Economic Development and Communities Cabinet Committee is requested to note the report.

Background documents:

None

Report author:

Jacqui Ward

(Regional Growth Fund Programme Manager)

Tel: 01622-223252

EXPANSION EAST KENT – PEN PORTRAITS**THANET:-**

Big Jelly Studio Ltd Mr Alastair Harle
 (07811-942726) - boxcarstouring@gmail.com

Total ExEK funding approved: £52,500.00 Total Jobs: 13.00 (10.00 FTEs)
Total Jobs Created: 13.00 [7 Full Time and 6 Part Time (3 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

To open a very high level commercial recording studio attracting international musicians/artists. The space will also be used as a teaching facility catering for all aspects of sound recording and instrumental tuition.

Bumble Beez Ltd Mrs Sarah Cannon
 (07813-240630) - cannon.ramsgate@virgin.net

Total ExEK funding approved: £30,000.00 Total Jobs: 20.00 (20.00 FTEs)
Total Jobs Created: 20.00 [8 Full Time and 12 Part Time (12 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Bumble Beez is an iconic Family Entertainment Centre. The aim is to attract families from around Kent including those with disabilities who would not usually be able to access such facilities. They also intend to provide a high quality food and beverage facility.

Field and Stone Ltd (My Seaside Luxury) Mrs Emma Irvine
 (01843-587589) - emma@myseasideluxury.co.uk

Total ExEK funding approved: £350,000.00 Total Jobs: 15.00 (15.00 FTEs)
Total Jobs Created: 15.00 [15 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Field and Stone are responsible for the development of Albion House, Ramsgate into a 15 bedroom hotel with bar and function room

Ramsgate Music Hall - Mr Julian Bigg
 (07802-294462) - julesb@fresh-produce.co.uk

Total ExEK funding approved: £40,000.00 Total Jobs: 17.00 (14.20 FTEs)
Total Jobs Created: 17.00 [3 Full Time and 14 Part Time (11 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Aim to open Ramsgate Music Hall a vibrant and enjoyable music venue. The venue will include a 120 capacity live music venue, a three floor rehearsal space and an attractive bar featuring regular club nights.

Roof Over Your Head Ltd - Mr Paul Dickinson
(07855-320080) - paul@bradstowe.co.uk

Total ExEK funding approved: £25,000.00 Total Jobs: 21.00 (19.99 FTEs)
Total Jobs Created: 21.00 [18 Full Time and 3 Part Time (2 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

The business will provide a low cost solution that connects property buyers and sellers. They aim to become the leading tool for individuals who want to manage their property sale and or purchase.

Royal Harbour Hotel - Mr James Thomas
(01843-591514) - jamesthomas10@me.com

Total ExEK funding approved: £500,000.00 Total Jobs: 28.00 (27.75 FTEs)
Total Jobs Created: 22.00 [22 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 6.00 [0.00 Full Time and 6.00 Part Time (5.75 FTEs)]

The hotel sits within adjoining Grade 2 listed buildings in one of Ramsgates premier garden crescents with outstanding views over Ramsgates jewel in the crown, the Royal Harbour. The aim is to increase the present en-suite bedroom stock of 20 rooms by up to 10 extra rooms and to invest in a new 50-seater restaurant on the premises, which will not only cater for hotel residents, but will attract outside loyal customers.

South East Bottling Limited - Mr Duncan Sambrook
(020-722-80598) - duncan.sambrook@sambrooksbrewery.co.uk

Total ExEK funding approved: £170,000.00 Total Jobs: 10.00 (8.66 FTEs)
Total Jobs Created: 10.00 [6 Full Time and 4 Part Time (2.66 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

This is a joint venture to start a new contract beer bottling facility in Ramsgate. This new contract bottling facility will bottle beer for brewers in the South East of the UK.

Southeast Retail Ltd - Mr Nick Conington
(07794-336063) - nick@conington.com

Total ExEK funding approved: £500,000.00 Total Jobs: 35.00 (28.87 FTEs)
Total Jobs Created: 35.00 [20 Full Time and 15 Part Time (9 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Southeast Retail Limited is the property owning company and parent company of the Sands Hotel in Margate. The proposal is to develop a 20-bedroom upscale boutique hotel, together with bar, restaurant and ice cream parlour. The hotel is expected to employ between 25 and 35 staff.

That Nail Place - Ms Sarah Abel
(01303-256305) - thatnailplace@btconnect.com

Total ExEK funding approved: £30,000.00 Total Jobs: 8.00 (8.00 FTEs)
Total Jobs Created: 8.00 [8 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Expansion of salon and accredited academy from Folkestone to Thanet. To open a salon where apprentices would be trained on the job in a commercial salon by fully qualified therapists / Assessors. The academy would also be open to other salons in the area to send their apprentices to train with us.

(01843-231300) - lisa@thecupcake.biz

Total ExEK funding approved: £16,715.00 Total Jobs: 4.00 (3.33 FTEs)
Total Jobs Created: 3.00 [1 Full Time and 2 Part Time (1 FTEs)]
Total Jobs Safeguarded: 1.00 [1.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Expansion of successful cupcake cafe business to allow the business to offer additional services such as outside catering.

SHEPWAY:-

ATEC-3D LTD Mr Sean Spratley
(01303-891581) - sean.spratley@atec-3d.com

Total ExEK funding approved: £30,000.00 Total Jobs: 7.00 (6.50 FTEs)
Total Jobs Created: 7.00 [6 Full Time and 1 Part Time (0.5 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

ATEC-3D uses fixed wing and multi-rotor Unmanned Aerial Vehicles (UAVs) to provide cost-effective and reliable aerial solutions across a variety of different industries. Their range of services include: Aerial Mapping, Aerial Surveying, Aerial inspections and Aerial Photography & Video. Funding would enable them to expand their company by setting up a new office, purchasing equipment and employing additional full-time staff.

Chalkhill - Mr Thomas Gamgee
(0754 0741736) - t.gamgee@chalkhillaccountancy.co.uk
Total ExEK funding approved: £30,000.00 Total Jobs: 7.00 (7.00 FTEs)

Total Jobs Created: 6.00 [6 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 1.00 [1.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Chalkhill is a small start up accountancy practice supporting start up leisure and tourism and R&D businesses in the East Kent Area.

Cuisine Frozen Foods Limited Mr Ian Matthews
(07834-991859) - ian.matthews@cuisinefrozenfoods.com

Total ExEK funding approved: £196,000.00 Total Jobs: 64.00 (64.00 FTEs)
Total Jobs Created: 60.00 [60 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 4.00 [4.00 Full Time and 0.00 Part Time (0.00 FTEs)]

To establish a manufacturing unit to produce ready meals for food service multiple retail customers.

Elite Flooring Ltd Mr Terry Marsh
(01303-892405) - terry@elite-flooring-online.com
Total ExEK funding approved: £40,000.00 Total Jobs: 15.00 (14.67 FTEs)

Total Jobs Created: 2.00 [1 Full Time and 1 Part Time (1 FTEs)]
Total Jobs Safeguarded: 13.00 [13.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Elite Flooring is an expanding commercial business working on large scale contracts installing safety flooring, carpets and design flooring. They are looking to expand into the domestic market with a retail outlet, employing 5 new staff to manage that outlet.

H V Wooding Ltd Mr Karl Dodd
(01303-264471) - kdodd@hvwooding.co.uk

Total ExEK funding approved: £1,100,000.00 Total Jobs: 51.00 (51.00 FTEs)
Total Jobs Created: 16.00 [16 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 35.00 35.00 Full Time and 0.00 Part Time (0.00 FTEs)]

H V Wooding is a medium sized manufacturing business based in Hythe. It is one of the UKs leading manufacturers of precision engineered components and assemblies.

Hybrid UKT Air Conditioning Ltd. Mr Ungarelli Giuliano
(0203-2868191) - info@hybrid-ukt.co.uk

Total ExEK funding approved: £425,100.00 Total Jobs: 30.00 (30.00 FTEs)
Total Jobs Created: 26.00 [26 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 4.00 [4.00 Full Time and 0.00 Part Time (0.00 FTEs)]

This company promotes, assembles and distributes high quality heating-air conditioning units in England. They will export significantly abroad for residential, commercial and professional use, once the company has relocated its manufacturing businesses to England from Italy.

Little Oaks Early Years Ltd - Mrs Julie Ready
(01303-850203) - julie.ready@sky.com

Total ExEK funding approved: £135,000.00 Total Jobs: 17.00 (14.66 FTEs)
Total Jobs Created: 5.00 [3 Full Time and 2 Part Time (1 FTEs)]
Total Jobs Safeguarded: 12.00 [8.00 Full Time and 4.00 Part Time (2.33 FTEs)]

Little Oaks Nursery offers quality childcare to children and families of Shepway. The funding will be used to acquire and improve a freehold property in Hawkinge to replace existing leased premises in Folkestone, thus securing 12 jobs and creating 5 new jobs.

Sterlingbuild Limited - Mr Nick West
(01304-219922) - nick@sterlingbuild.co.uk

Total ExEK funding approved: £300,000.00 Total Jobs: 23.00 (22.20 FTEs)
Total Jobs Created: 11.00 [10 Full Time and 1 Part Time (1 FTEs)]
Total Jobs Safeguarded: 12.00 [11.00 Full Time and 1.00 Part Time (0.60 FTEs)]

Sterlingbuild is an online retailer of roof windows and roofing products. Additional warehouse and office space with better facilities is required to move the Company forward and allow growth.

Triflex Productions Ltd Mr Mark Bevan
(01303-279700) - mbevan@triflexproductions.com

Total ExEK funding approved: £157,500.00 Total Jobs: 15.00 (15.00 FTEs)
Total Jobs Created: 4.00 [4 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 11.00 [11.00 Full Time and 0.00 Part Time (0.00 FTEs)]

This company manufactures flexible packaging supplying major food groups across the UK and Europe. Funding will enable expansion by purchasing new updated machinery.

DOVER:-

AlgaeCytes Limited - Dr Naz Bashir/John Dodd
(01227-469256) - nazbashir@algacytes.com

Total ExEK funding approved: £500,000.00 Total Jobs: 22.00 (21.00 FTEs)
Total Jobs Created: 17.00 [15 Full Time and 2 Part Time (1 FTEs)]
Total Jobs Safeguarded: 5.00 [5.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Algaecytes is a private company founded in 2010, commercialising 25 years of algae research by world leading bio-scientists. It is seeking to raise finance to build 2 demonstration units in Sandwich to produce high purity Omega 3 oils from freshwater algae.

Baypoint Club Ltd - Mr Tony Harrison
(01304-613022) - tonyharrison@baypointclub.co.uk

Total ExEK funding approved: £400,000.00 Total Jobs: 44.00 (37.70 FTEs)
Total Jobs Created: 18.00 [13 Full Time and 5 Part Time (3 FTEs)]
Total Jobs Safeguarded: 26.00 [16.00 Full Time and 10.00 Part Time (5.98 FTEs)]

To enhance and expand the ex Pfizer Sports and Social Club to make it accessible to everyone living and working in East Kent regardless of background or socio economic status with the aim of improving their health and well-being

Choochoos Nursery - Ms Karla Tabony
(01227-464230) - info@choochoos.co.uk

Total ExEK funding approved: £40,000.00 Total Jobs: 20.00 (15.26 FTEs)
Total Jobs Created: 20.00 [10 Full Time and 10 Part Time (5 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

The company will provide full-day childcare provision for approximately 50 children from birth to five. Choochoos will offer flexible care and education providing exceptional individual teaching experiences of the highest quality in a safe, friendly, well resourced and caring environment.

Cleantec Innovation - Mr Wayne Simpson
(01843-865358) - wayne@cleantecinnovation.com

Total ExEK funding approved: £85,000.00 Total Jobs: 6.00 (6.00 FTEs)
Total Jobs Created: 6.00 [6 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Cleantec Innovation is a small manufacturer looking to expand its operations and create employment in the local area.

Creative Minds Nursery Ltd - Ms Esme Chilton
(01304-370310) - esme.chilton@future-creative.org

Total ExEK funding approved: £100,000.00 Total Jobs: 14.00 (13.00 FTEs)
Total Jobs Created: 14.00 [12 Full Time and 2 Part Time (1 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

This nursery will provide high quality care and education, catering for up to 95 children from 3 months to 5 years old. It will offer holistic creative learning in response to the Early Years Foundation stage and equip children with the skills to support all aspects of development.

EligoChem Limited - Dr Graham Maw
(01304-648406) - graham@eligochem.com

Total ExEK funding approved: £140,000.00 Total Jobs: 12.00 (10.50 FTEs)
Total Jobs Created: 9.00 [9 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 3.00 [0.00 Full Time and 3.00 Part Time (1.50 FTEs)]

EligoChem designs, synthesis and markets compound libraries with good drug properties that access novel chemical space for use in drug discovery screening. EligoChem have refined a technology to enable rational design and selection of compounds that can display different physical properties in solution and in biological membranes.

Flying Fish Hovercraft - Mr Russ or Emma Pullen
(01304-619820) - russ@flyingfishhovercraft.co.uk

Total ExEK funding approved: £156,556.00 Total Jobs: 32.00 (32.00 FTEs)
Total Jobs Created: 24.00 [24 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 8.00 [8.00 Full Time and 0.00 Part Time (0.00 FTEs)]

The company is aiming to modernise and expand business, develop overseas markets, research & develop new products and treble the workforce and achieve a £2.5m turnover within 3 years.

Fudge Kitchen Ltd - Mrs Sian Holt
(01303-864400) - Sian@fudgekitchen.co.uk

Total ExEK funding approved: £110,000.00 Total Jobs: 19.00 (15.03 FTEs)
Total Jobs Created: 17.00 [7 Full Time and 10 Part Time (6 FTEs)]
Total Jobs Safeguarded: 2.00 [2.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Company operates retail units which manufacture handmade fudge and sell to the public. To expand the business a new product has been developed with a view to exporting and also selling as wholesaler meaning additional industrial space is required.

London Fancy Box Co Ltd - Mr Matthew Lawson
(01304-209922) - m.lawson@londonfancybox.co.uk

Total ExEK funding approved: £385,000.00 Total Jobs: 40.00 (40.00 FTEs)
Total Jobs Created: 20.00 [20 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 20.00 [20.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Expansion of manufacturing company producing printed packaging boxes. Funding to support investment in new generation manufacturing machinery to allow growth into additional markets to meet growing demand.

Miles and Barr (Dover) Limited - Mr Peter Hickson
(01843-570500) - peterhickson@milesandbarr.co.uk

Total ExEK funding approved: £50,000.00 Total Jobs: 7.00 (7.00 FTEs)
Total Jobs Created: 7.00 [7 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

The aim of the project is to promote young entrepreneurial prospective business owners to start and grow their own business.

Mylan - Dr David Waite
(01304-626217) - David.Waite@mylan.co.uk

Total ExEK funding approved: £413,000.00 Total Jobs: 80.00 (80.00 FTEs)
Total Jobs Created: 28.00 [28 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 52.00 [52.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Mylan have the exclusive worldwide rights to develop, manufacture and sell a generic equivalent to Glaxo Smith Kline Advair which is used to treat asthma and chronic obstructive pulmonary disorder (COPD). As a result, Mylan plans to set up a Research & Development Unit of excellence at the Discovery Park in Sandwich focused on respiratory inhalation.

Sandwich Leisure Limited - Mr Alan Smith
(01304-612681) - info@sandwichleisurepark.co.uk

Total ExEK funding approved: £300,000.00 Total Jobs: 25.00 (20.13 FTEs)
Total Jobs Created: 10.00 [4 Full Time and 6 Part Time (3 FTEs)]
Total Jobs Safeguarded: 15.00 [11.00 Full Time and 4.00 Part Time (2.13 FTEs)]

Investment to allow expansion of successful holiday destination, To improve infrastructures of glamping site to make all year round facilities feasible and provision of lodged accommodation.

TRN - The Research Network Ltd - Dr Andrew McElroy
(01304-648406) - andy.mcelroy@trn.net

Total ExEK funding approved: £100,000.00 Total Jobs: 13.00 (12.33 FTEs)
Total Jobs Created: 9.00 [9 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 4.00 [2.00 Full Time and 2.00 Part Time (1.33 FTEs)]

TRN is a small pharmaceutical research company based in Sandwich. It is proposed to invest in additional business development in China, India, USA and Europe. It is proposing to invest innovative web-based scientific software to support the TRN collaborative drug research model.

Viking Recruitment Ltd - Mr Stuart Jaenicke
(0300-3038393) - stuartj@vikingrecruitment.com

Total ExEK funding approved: £1,300,000.00 Total Jobs: 72.00 (68.27 FTEs)
Total Jobs Created: 25.00 [16 Full Time and 9 Part Time (7 FTEs)]
Total Jobs Safeguarded: 47.00 [45.00 Full Time and 2.00 Part Time (0.67 FTEs)]

To build a world class training facility for the maritime industry due to meet new business demand because of changes in international legislation. Developing a low carbon building with 3 floors of training suites including breakout areas, an environmental pool for survival training, 120 seat International conference facility including a restaurant and bar.

X-Wind Power Ltd - Mr Stephen Crosher
(020 3589 4140) - stephen.crosher@x-windpower.com

Total ExEK funding approved: £1,000,000.00 Total Jobs: 111.00 (111.00 FTEs)
Total Jobs Created: 111.00 [111 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

X Wind Power design, develop and manufacture wind turbines. The company are relocating to East Kent to benefit from the infrastructure and supply chain as well as the talented pool of potential employees to facilitate the expansion of the business.

A.C. Wellard & Partners Ltd - Mr Matt Hayes
(01304-826880) - matt.hayes@acwellard.co.uk

Total ExEK funding approved: £150,000.00 Total Jobs: 54.00 (52.66 FTEs)
Total Jobs Created: 28.00 [27 Full Time and 1 Part Time (1 FTEs)]
Total Jobs Safeguarded: 26.00 [22.00 Full Time and 4.00 Part Time (2.93 FTEs)]

The core business is the wholesale of fresh fruit and vegetable produce. The project is to expand the business by building new warehouse space, updating facilities and allowing the business to consolidate and expand their position in the industry.

CANTERBURY:-

Club Burrito - Ms Ruth Linklater
(07500-905321) - clubburrito@gmail.com

Total ExEK funding approved: £36,766.00 Total Jobs: 11.00 (6.43 FTEs)
Total Jobs Created: 11.00 [3 Full Time and 8 Part Time (3 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

To expand its current chain of Mexican fast food café bars, providing high quality fast food with specialist soft drinks and boutique beers, in an informal and stylish atmosphere.

Creabilis Ltd - Mr Alex Leech
(01227-830515) - info@creabilis-sa.com

Total ExEK funding approved: £840,000.00 Total Jobs: 50.00 (49.67 FTEs)
Total Jobs Created: 39.00 [39 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 11.00 [10.00 Full Time and 1.00 Part Time (0.67 FTEs)]

Creabilis is a clinical stage European biotechnology company developing novel treatments for dermatological and inflammatory diseases.

East Kent Automotive - Mr Kirit Parmar
(07715-050878) - kmp62@btinternet.com

Total ExEK funding approved: £150,000.00 Total Jobs: 14.00 (13.16 FTEs)
Total Jobs Created: 14.00 [9 Full Time and 5 Part Time (4 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

East Kent Automotive will provide prestige independent automotive service and maintenance facility by combining two existing successful companies to offering a combined service centre and panelcraft facility.

Giram UK Ltd (T/A Q'Straint) Mr Nick Rowe
(01227-773035) - nrowe@gstraint.co.uk

Total ExEK funding approved: £900,000.00 Total Jobs: 44.00 (43.03 FTEs)
Total Jobs Created: 15.00 [15 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 29.00 [26.00 Full Time and 3.00 Part Time (2.03 FTEs)]

Expansion of company developing, manufacturing and supplying effective wheelchair passenger safety solutions for public and private transportation. Funding to purchase specialised research and development equipment and install this in a new suitable property based in the Canterbury area. This will enable us to carry out our research and development within East Kent.

InfoGuardian Limited - Mr Dean Brazier
(07710-080096) - dbrazieruk@btinternet.com

Total ExEK funding approved: £120,000.00 Total Jobs: 12.00 (12.00 FTEs)
Total Jobs Created: 12.00 [12 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

InfoGuardian will provide managed Anti-virus, Firewall and Intrusion Prevention services to SMEs in the UK. The Security Operations Centre will be based in Canterbury, Kent and the service will be marketed through the existing security reseller channel.

Interactive Red - Ms Villy Pereboom
(01227-490220) - villy@interactivered.com

Total ExEK funding approved: £40,000.00 Total Jobs: 15.00 (14.67 FTEs)
Total Jobs Created: 9.00 [8 Full Time and 1 Part Time (1 FTEs)]
Total Jobs Safeguarded: 6.00 [6.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Expansion of this web design and development business to increase both the staff team and to develop greater capabilities to undertake different project areas and provide additional services to customers.

Kent Auto Panels Ltd - Mr Graham Furneaux
(01303-228200) - graham.furneaux@kapmotorgroup.co.uk

Total ExEK funding approved: £200,000.00 Total Jobs: 18.00 (18.00 FTEs)
Total Jobs Created: 18.00 [18 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

This project is to create a high-tech, all makes vehicle service and repair facility in Canterbury. The business will target cost conscious motorists and will offer 'while-u-wait' services but will also be able to carry out involved work and not just 'fast fit' type of work.

My Deliciously Healthy Kitchen - Mrs Emily Hawkes
(07730-882033) - emshealthykitch@gmail.com

Total ExEK funding approved: £10,000.00 Total Jobs: 5.00 (5.00 FTEs)
Total Jobs Created: 5.00 [5 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Offering demonstration led healthy eating cookery lessons with an accompanying website showing the lessons on video so people can cook along at home and have instant access to all the information and recipes taught in the classes. The lessons will be based on easy to learn recipes using fresh, local produce and will include menu planning for budgeting and ideas to eliminate wastage.

Playtime Theatre Company Mr Nickolas Champion
(01227-266272) - playtime@dircon.co.uk

Total ExEK funding approved: £7,000.00 Total Jobs: 8.00 (2.24 FTEs)
Total Jobs Created: 4.00 [0 Full Time and 4 Part Time (1 FTEs)]
Total Jobs Safeguarded: 4.00 [0.00 Full Time and 4.00 Part Time (1.27 FTEs)]

To purchase an additional van which would be used to transport equipment (props, scenery, lighting and sound) and personnel to venues. To also purchase IT equipment, concomitant software and additional workstation required for additional sales staff.

Shearwater Systems Limited - Miss Jane Conner
(07776-236399) - janeconner25@googlemail.com

Total ExEK funding approved: £1,004,433.12 Total Jobs: 77.00 (74.76 FTEs)
Total Jobs Created: 75.00 [72 Full Time and 3 Part Time (1 FTEs)]
Total Jobs Safeguarded: 2.00 [1.00 Full Time and 1.00 Part Time (0.50 FTEs)]

Shearwater will design and develop innovative software to support a burgeoning need for mobile software applications in healthcare. The company will focus on creating Mobile Health Record (MHR) software applications that allow clinicians to work seamlessly between acute hospital and community care settings including the patients home.

Tankerton Arms - Mr Nigel Ranger
(01227-779216) - nranger@hotmail.co.uk

Total ExEK funding approved: £10,000.00 Total Jobs: 7.00 (3.33 FTEs)
Total Jobs Created: 7.00 [2 Full Time and 5 Part Time (1 FTEs)]
Total Jobs Safeguarded: 0.00 [0.00 Full Time and 0.00 Part Time (0.00 FTEs)]

To open a micropub in Tankerton following the success of similar ventures in East Kent. It will serve beers from local microbreweries, local ciders and wine provided by a local wine merchant. It will have no music, hot food or spirits with an emphasis on an atmosphere that encourages good conversation.

UK Mobile Bars Limited - Mr Paul Bishop
(01227-830984) - paul@ukmobilebars.com

Total ExEK funding approved: £32,500.00 Total Jobs: 17.00 (15.60 FTEs)
Total Jobs Created: 15.00 [12 Full Time and 3 Part Time (2 FTEs)]
Total Jobs Safeguarded: 2.00 [2.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Formed in 2009, UK Mobile Bars is a mobile bar hire services for weddings, parties and events. Job creation is required to fulfil the growth opportunity in the current new business pipeline and kick start a 5 year growth plan.

Venomtech Ltd - Mr Steven Trim
(01227-827114) - s.trim@venomtech.co.uk

Total ExEK funding approved: £100,000.00 Total Jobs: 7.00 (7.00 FTEs)
Total Jobs Created: 6.00 [6 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 1.00 [1.00 Full Time and 0.00 Part Time (0.00 FTEs)]

Venomtech Ltd is the only commercial venom laboratory in the UK, supplying fractionated snake, scorpion and spider venom arrays to the pharmaceutical industry for drug discovery.

EXPANSION EAST KENT
COMPANY VISITS BY THE INVESTMENT ADVISORY BOARD

Friday, 14th March (11.00 - 2.00)

Investment Advisory Board Members: Mark Dance, Ian Ellis, Jacqui Ward (John Gilbey just for Shearwater), David Smith
County Councillors: Charlie Elphicke MP, Roger Latchford, Sean Holden, Mrs Rowbotham

COMPANY	CONTACT	DETAILS	ADDRESS	DATE
Choochoos Nursery	Karla Tabony	The company provides full-day childcare provision for approximately 50 children from birth to 5. Offering flexible care and education providing exceptional individual teaching experiences of the highest quality in a safe, friendly, well resourced and caring environment.	Crabble Road, Dover CT17 0QD	14 th March 11.00 am
East Kent Automotive	Kirit Parmar/ Alan Crush	Providing a prestigious independent automotive service and maintenance facility by combining two existing successful companies to offer a combined service centre and panelcraft facility.	Five Oaks Business Park, Geddinge Lane, Wootton, Canterbury CT4 6RY <i>(Report to the A B Crush Panel Craft Reception)</i>	14 th March 11.45 am
Shearwater Systems	Jane Conner	To design and develop innovative software to support a burgeoning need for mobile software applications in healthcare. The company will focus on creating Mobile Health Record (MHR) software applications that allow clinicians to work seamlessly between acute hospital and community care settings including patients' homes.	Suite 1c, Orchard House, Orchard Street, Canterbury CT2 8AP	14 th March 1.00 pm

EXPANSION EAST KENT
COMPANY VISITS BY THE INVESTMENT ADVISORY BOARD

Friday, 25th April (10.30-12.30)

Investment Advisory Board Members: tbc

County Councillors: tbc

COMPANY	CONTACT	DETAILS	ADDRESS	DATE
Creative Minds	Esme Chilton	This nursery will provide high quality care and education, catering for up to 95 children from 3 months to 5 years old.	25 Stanhope Road, Deal CT14 6AD	25 th April (10.30 am)
Royal Harbour Hotel	James Thomas	To purchase the freehold of No.14 Nelson Crescent (3 doors down), to refurbish and renovate thereby increasing the hotel's bedroom stock from 19 to 30. They have also installed a new kitchen/50 seater restaurant in the basement of the present buildings to serve lunch.	10-11 Nelson Crescent, Ramsgate CT11 9JF	25 th April (11.30 am)

EXPANSION EAST KENT
COMPANY VISITS BY THE INVESTMENT ADVISORY BOARD

Friday, 20th June (1.00-4.00 pm)

Investment Advisory Board Members: tbc

County Councillors: tbc

COMPANY	CONTACT	DETAILS	ADDRESS	DATE
Hybrid UKT	Ungarelli Giuliano/ Danilla	Promoting, assembling, distributing and selling high quality heating/air conditioning units in England and exporting significantly to abroad for residential, commercial and professional use.	Unit 21, Mountfield Road, New Romney, Kent	20 th June (1.00 pm)
Interactive Red	Villy Pereboom	Expansion of this web design and development business to increase both the staff team and to develop greater capabilities to undertake different project areas and provide additional services to customers.	Suite C, The Clocktower, St George's Street, Canterbury CT1 2LE	20 th June (2.30 pm)

TIGER PEN PORTRAITS

THURROCK

Pixelwork Ltd (TIGER Innovation and Development Loans) - Mrs Lucy-Emma Harris
(01375 888150) - lucy@pixelwork.com

Total TIGER funding approved: £22,000.00 Total Jobs: 9 (9 FTEs)
Total Jobs Created: 4 [4 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 5 [5 Full Time and 0 Part Time (0 FTEs)]

Pixelwork Ltd are a digital communications company with a renowned expertise for developing innovative websites and other marketing assets, that encompass the latest technologies and trends to ensure their clients branding and communications stand head and shoulders above the competition. Pixelwork Limited want to expand their team to support their innovative thinking and cross platform delivery around content development with community and corporate audiences.

Vortex Exhaust Technology Ltd (TIGER Young Innovative Enterprise Loans)
Mr Barry Clifford Mead (01375 372037) - eng@vortexexhausttechnology.com

Total TIGER funding approved: £240,000.00 Total Jobs: 47 (46.6 FTEs)
Total Jobs Created: 46 [45 Full Time and 1 Part Time (0.8 FTEs)]
Total Jobs Safeguarded: 1 [0 Full Time and 1 Part Time (0.8 FTEs)]

Vortex Exhaust Technology Limited specialise in developing carbon emissions reduction products for diesel and petrol engines - mainly exhaust components. Vortex's patented products that they develop, manufacture and market will reduce carbon emissions and improve miles per gallon over a wide range of diesel or petrol engine applications.

SWALE:-

Contracts Engineering Ltd (TIGER Capital Investment Loan) - Mr Troy Barratt
(01795 479 284) - tbarratt@contractsengineering.com

Total TIGER funding approved: £93,537.00 Total Jobs: 5 (5 FTEs)
Total Jobs Created: 3 [3 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 2 [2 Full Time and 0 Part Time (0 FTEs)]

Contracts Engineering Ltd (CEL) is a precision engineering manufacturer, specialising in sheet metal fabrication and manufacturing for the General Industrial, Retail Fittings, Consumer & Office, and Heating, Ventilation & Air Conditioning end markets. CEL manufactures for customers predominantly in the UK, while a large portion of its products are shipped around Europe, as well as to the Middle East, Asia and North America. CEL required TIGER funding to replace the its current CNC turret punching machine.

Fabritec Furniture Limited (TIGER Capital Investment Loan) - Mr Jimmy Callow
(01795-663938) - jimmyc@fabritecfurniture.com

Total TIGER funding approved: £300,000.00 Total Jobs: 24 (24 FTEs)
Total Jobs Created: 20 [20 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 4 [4 Full Time and 0 Part Time (0 FTEs)]

Fabritec Furniture Ltd is a furniture manufacturing specialist who will use the TIGER Funding to buy new equipment and employ additional staff.

LMR Gear Tech Ltd (TIGER Capital Investment Loan) - Mr Dave Rungay
(0179 5421040) - dave@lmrgeartech.com

Total TIGER funding approved: £145,000.00 Total Jobs: 11 (11 FTEs)
Total Jobs Created: 8 [8 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 3 [3 Full Time and 0 Part Time (0 FTEs)]

LMR Gear Tech require capital equipment to increase production and quality assurance; as well as to develop an apprenticeship arm to secure long term staff succession.

Newform Energy Limited (TIGER Capital Investment Loan) - Mr Anthony Morgan
(01227-250073) - amorgan@newformenergy.com

Total TIGER funding approved: £410,000.00 Total Jobs: 52 (42.77 FTEs)
Total Jobs Created: 49 [32 Full Time and 17 Part Time (8.5 FTEs)]
Total Jobs Safeguarded: 3 [1 Full Time and 2 Part Time (1.27 FTEs)]

Newform Energy is a high tech innovative company focused on the development of new renewable technologies and is now ready to expand and commercially roll out the technology it has researched and developed.

Entity Group Limited (TIGER Innovation and Development Loans) Mr James Wilkinson
(01795 415800) - james.wilkinson@entity.co.uk

Total TIGER funding approved: £250,000.00 Total Jobs: 81 (81 FTEs)
Total Jobs Created: 44 [44 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 37 [37 Full Time and 0 Part Time (0 FTEs)]

Entity Group Limited applied to the TIGER Fund to transform and grow the company as the enterprise Information Management specialist of choice.

TCS Micropumps Ltd (TIGER Young Innovative Enterprise Loans) Mr Richard Weatherley
(01795 539655) - richard@micropumps.co.uk

Total TIGER funding approved: £323,087.00 Total Jobs: 47 (47 FTEs)
Total Jobs Created: 47 [47 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 0 [0 Full Time and 0 Part Time (0 FTEs)]

TCS Micropumps have developed a unique series of small high efficiency brushless pump systems which are rapidly finding new applications in diverse sectors from aerospace to medical devices. TIGER funding will be used to help facilitate growth.

MEDWAY:-

Food Machinery Co Ltd (TIGER Capital Investment Loan) Mr Mike Wilkinson
(01634 272345) - mike@foodmc.com

Total TIGER funding approved: £197,175.00 Total Jobs: 17 (17 FTEs)
Total Jobs Created: 13 [13 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 4 [4 Full Time and 0 Part Time (0 FTEs)]

The Food Machinery Co Ltd are specialists in the design, supply, manufacturing, installation and maintenance of Industrial Food processing & packaging machinery to independent and major Blue Chip clients throughout the UK. The TIGER grant is to help fund the development of new offices & development laboratory at our factory in Rochester

Heat Domestic Limited t/a The Heating Hub and Heat & Home
(TIGER Capital Investment Loan) Mrs Joanne Alsop
(01634 826143) - jo.alsop@heathome.co.uk

Total TIGER funding approved: £40,000.00 Total Jobs: 12 (11.25 FTEs)
Total Jobs Created: 6 [5 Full Time and 1 Part Time (0.75 FTEs)]
Total Jobs Safeguarded: 6 [5 Full Time and 1 Part Time (0.5 FTEs)]

Heat Domestic Ltd are a multi-disciplinary heating company qualified to work on all heating systems gas, oil, biomass and solar. Heat Domestic Ltd aim to establish themselves as a centre of excellence for renewable heating systems in Kent through the recruitment and training of more specialist engineers, expansion of their apprenticeship scheme.

Transnordic Ltd (TIGER Capital Investment Loan) Mr Michael Baxter
(01634 252300) - transnordic@aol.com

Total TIGER funding approved: £32,539.00 Total Jobs: 15 (15 FTEs)
Total Jobs Created: 8 [8 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 7 [7 Full Time and 0 Part Time (0 FTEs)]

Transnordic are a UK hydraulic valve manufacturer. They manufacture mobile hydraulic control valves, diverter and circuit valves with flows up to 300 ltr per minute and pressure up to 320 bar. Providing both technical assistance at pre and post purchase.

Feed Me Bottles Ltd (TIGER Innovation and Development Loans) Dr Jim Shaikh
(020 8853 9830) - jim@yoomi.com

Total TIGER funding approved: £200,000.00 Total Jobs: 35 (35 FTEs)
Total Jobs Created: 24 [24 Full Time and 0 Part Time (0 FTEs)]
Total Jobs Safeguarded: 11 [11 Full Time and 0 Part Time (0 FTEs)]

Feed Me Bottles manufactures "yoomi" a unique, patent protected self-warming baby bottle that is now available in 15 countries. The TIGER Fund will enable the business to relocate to Medway and increase in size by a factor of 3, safeguarding existing jobs and generating new manufacturing jobs.

DARTFORD:-

Food Machinery Co Ltd (TIGER Capital Investment Loan) Mr Mike Wilkinson
(01634 272345) - mike@foodmc.com

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Total Jobs Safeguarded: 4 [4 Full Time and 0 Part Time (0 FTEs)]

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Total Jobs Safeguarded: 7 [7 Full Time and 0 Part Time (0 FTEs)]

Transnordic are a UK hydraulic valve manufacturer. They manufacture mobile hydraulic control valves, diverter and circuit valves with flows up to 300 ltr per minute and pressure up to 320 bar. Providing both technical assistance at pre and post purchase.

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By Mark Dance, Cabinet Member for Economic Development and
Barbara Cooper, Director of Economic Development

To: Growth, Economic Development and Communities Cabinet
Committee - 15 April 2014

Subject: Strategic Economic Plan and the Kent and Medway Growth
Deal

Classification: Unrestricted

Electoral Division: All Divisions

Summary

On 31 March, the South East Local Enterprise Partnership submitted its final Strategic Economic Plan to Government. This contained a proposed 'Kent and Medway Growth Deal', setting out a request for funding from the Government's Local Growth Fund as well as a series of other measures to help unlock economic growth.

This report outlines the content of the Strategic Economic Plan and the funding request as it relates to Kent, and sets out anticipated next steps.

Recommendations:

The Growth, Economic Development and Communities Cabinet Committee is recommended to note this report.

1. Background

- 1.1. Last year, the Government asked Local Enterprise Partnerships to prepare Strategic Economic Plans for their areas. These are intended to set out LEPs' visions for economic growth and their proposals for the use of the new Local Growth Fund, which was announced as a 'single pot' of funding worth over £2 billion nationally in 2015/16. LEPs were asked to submit draft Strategic Economic Plans to Government before Christmas, with final Plans submitted by 31 March.
- 1.2. At the same time, work has been progressing to revise *Unlocking the Potential* as Kent and Medway's plan for growth, and a draft of this was prepared before Christmas and submitted as an annex to the draft Strategic Economic Plan. Within the 'federated' model adopted by the South East LEP, which sees substantial devolution to Kent and Medway Economic Partnership and its equivalents in Essex and East Sussex, it was agreed last year that the development of *Unlocking the Potential* and the Strategic Economic Plan should run in parallel, with Kent and Medway's 'Growth Deal' appearing as a chapter within the Plan.

2. The final Strategic Economic Plan and the Kent and Medway Growth Deal

- 2.1. The full Strategic Economic Plan is a large document, reflecting the size and complexity of the South East Local Enterprise Partnership area. The Kent and Medway Growth Deal appears as a chapter in the Plan, and is attached as Annex 1 to this report, while the full Plan is available at http://southeastlep.com/pdf/South_East_LEP_-_Growth_Deal_and_Strategic_Economic_Plan.pdf.
- 2.2. As they have emerged, the proposals contained in the Strategic Economic Plan have been discussed with the former Economic Development Cabinet Committee, as well as with Kent and Medway Economic Partnership, Business Advisory Board and Kent Council Leaders.
- 2.3. Across Kent and Medway, Essex and East Sussex, the Strategic Economic Plan seeks £1.1 billion from the Local Growth Fund. For Kent and Medway, it sets out proposals to secure £501.5 million in Local Growth Fund investment over six years (approximately £80 million per year), to unlock 49,000 homes and 60,000 jobs by 2021. The proposals within the Plan include:
- a) Transport investment (£359.6 million over six years). This accounts for about 72% of the bidding funding request, reflecting both the scale of the Department for Transport's contribution to the overall pot and the importance of transport schemes in unlocking growth. A schedule of proposed schemes appears within the document attached as Annex 1.
 - b) Skills capital investment (£29.3 million). This reflects the allocation within the overall Fund for capital investment in further education, currently managed by the Skills Funding Agency, linked with emerging pipeline proposals.
 - c) Land and development (£74.2 million). This includes the establishment of a recyclable investment fund operating across Kent and Medway, Essex and East Sussex, as well as potential mechanisms for forward funding infrastructure provision where this will help to unlock growth.
 - d) Business finance (£28 million). This includes a 'Finance for Innovation' scheme, providing loan and equity finance to businesses with innovative potential, especially within key growth sectors, building on the success to date of the existing Expansion East Kent, TIGER and Escalate programmes.
 - e) Sector growth (£6 million). This includes a proposal for a 'Kent and Medway Growth Hub' as a single gateway to business support services provided at district, county and national level.
 - f) Employment and skills (£4.5 million). Government has discouraged LEPs from making requests for revenue funding for employment and skills activity (and we know that there is very little revenue available through the Local Growth Fund).

However, the chapter sets out modest proposals for an element of revenue to support careers guidance, jobs matching and brokerage activities.

- 2.4. In addition, a further indicative allocation of £75 million has been proposed across the LEP to support housing market renewal activity, especially in coastal Kent.
- 2.5. As well as the bid for Local Growth Fund investment, the Strategic Economic Plan also includes a number of requests for specific flexibilities from Government, where these will help to deliver further economic growth. These include:
 - Devolution from the Highways Agency of funding and management of specific schemes where this would result in lower costs and faster delivery;
 - Regulatory flexibility from the Highways Agency to permit the construction of a new Junction 5a on the M2, enabling the expansion of Kent Science Park;
 - The flexibility to operate Kent and Medway's Local Growth Fund settlement as a programme, rather than a series of scheme-specific grant agreements, allowing KCC and its partners the freedom to bring forward schemes as match funding availability and the market allows;
 - Greater powers to reduce the flow of vulnerable households into areas already experiencing severe concentrations of deprivation, especially in parts of Margate and other coastal towns;
 - Local determination of part of the Adult Skills budget to respond to employer demand.

3. Next steps and prospects for success

- 3.1. It is anticipated that the Government will announce funding allocations for 2015/16 in the summer, following a period of negotiation with the LEP. It is of course likely that the total value of bids into the Local Growth Fund will be substantially in excess of funds available, and the South East LEP is in competition with LEPs in other parts of the country.
- 3.2. At present, it is unclear how the Government will allocate funding. However, as part of its federated approach, the LEP has decided that where possible, funds and decision-making will be devolved to Kent and Medway and the other constituent parts of the LEP.
- 3.3. In parallel with our funding negotiations with Government, further work will need to take place over the coming months in providing further details of our project and programme proposals; this is currently underway.

4. Recommendations

- 4.1. The Cabinet Committee is recommended to note this report.

Report author

Ross Gill
Economic Strategy and Policy Manager,
Growth, Environment & Transport

01622 221312 | 07837 872705
Ross.gill@kent.gov.uk

THE KENT AND MEDWAY GROWTH DEAL

Kent and Medway's Growth Deal is set out in full in *Unlocking the Potential: Going for Growth*, our six-year growth strategy consistent with the Strategic Economic Plan.

This chapter summarises *Unlocking the Potential* and sets out our Growth Deal proposals.

Contents

- 1. Summary: The Kent and Medway Growth Deal**
- 2. Introduction: Opportunities, challenges, solutions**
- 3. The Growth Deal: Places for Growth**
- 4. The Growth Deal: Infrastructure for Growth**
- 5. The Growth Deal: Sectors for Growth**
- 6. The Growth Deal: Skills for Growth**
- 7. Making it happen: Delivering the Growth Deal**

Summary: The Kent and Medway Growth Deal

Through the Kent and Medway Growth Deal as part of the Strategic Economic Plan, the public and private sectors intend to invest over £80 million each year for the next six years to unlock our potential through:

- Substantially increasing the delivery of housing and commercial developments;
- Delivering transport and broadband infrastructure to unlock growth;
- Backing business expansion through better access to finance and support; and
- Delivering the skills that the local economy needs.

Alongside our investment proposals, our deal for growth sets out the actions that businesses and local authorities in Kent and Medway, together with the South East LEP and central Government will take to drive forward delivery. Together, we will deliver:

Housing growth: We will deliver **49,000** homes over the next six years – meeting the needs of our growing population and economy.

Private sector employment: We will help to create **60,000 new jobs** by unlocking housing and commercial development sites and creating sector growth through better access to finance.

Increased economic value: We will increase Kent and Medway's levels of productivity and innovation, leading to an additional **11,000 knowledge economy jobs** over six years.

We will achieve this through a capital investment programme focused on:

- the **key transport projects** which will unlock our priority sites;
- the **recyclable South East-wide SEFUND investment fund**, which will invite bids from housebuilders and developers to bring forward new housing, commercial and energy infrastructure schemes;
- **Investment in our skills infrastructure** linked with the needs of our key economic sectors; and
- **Direct access to business finance and support** to back businesses in key sectors with the appetite and capacity for growth.

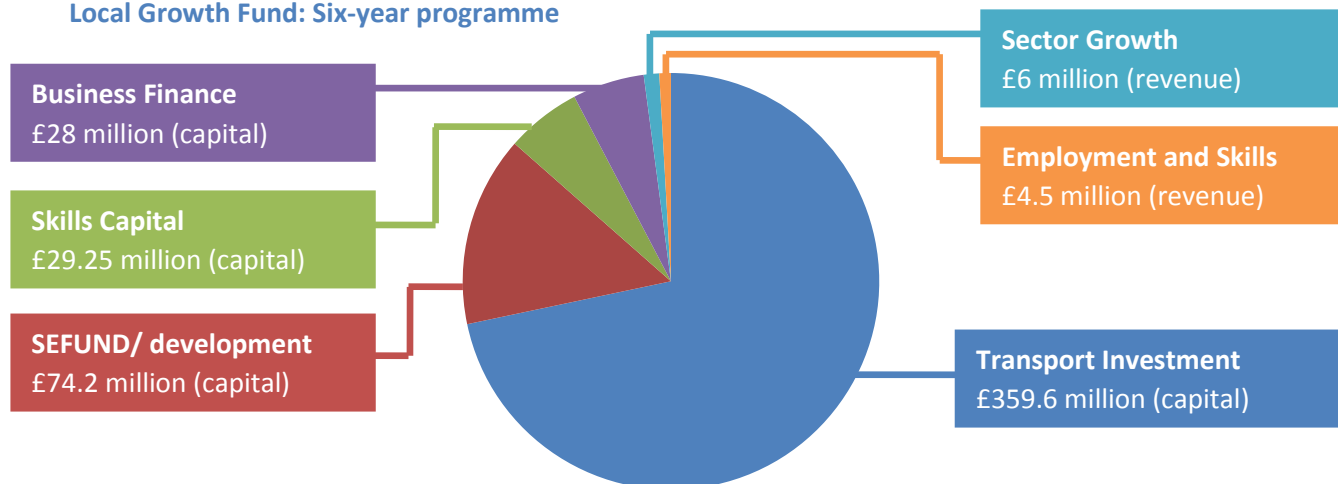
The Growth Deal sets out our case for Local Growth Fund investment in Kent and Medway as part of an intelligent funding package, alongside the new European structural fund programme, existing Regional Growth Funds, developer contributions and local authority funds.

Alongside SEFUND, **Kent County Council will provide matching funding of at least £10 million per year** to accelerate the delivery of housing and commercial developments – investing in those that are close to the tipping point of viability as well as supporting the delivery of those that are further away from the market. **We will match our transport programme 1:1** in public and private investment. **We will ensure at least 50% upfront private sector match funding on all finance directed to business.** And we will back our capital programme with new revenue investment in sector-focused careers guidance, business support and job matching. In total, our proposals for the Local Growth Fund will secure over £2.25 billion in public and private leverage.

Summary/ Proposed investment

Over the next six years, we seek to secure £501 million through the Local Growth Fund, matched with other sources:

Local Growth Fund: Six-year programme



Headline investment breakdown

Programme	Total value (£m)	Local Growth Fund contribution (£m)		Jobs and homes unlocked (all years)	
		2015-21	2015/16	Jobs	Homes
Transport Investment 6-year prioritised investment in key transport schemes to unlock commercial and housing growth and ensure the resilience of our transport network.	701.5	359.6	67.8	140,500	114,584
SEFUND/ Land and Development New recyclable fund for commercial and residential development through independently-managed loan, equity and grant support.	1,871.0	74.2	23.0	15,720	13,800
Skills Capital 6-year programme of investment in premises and equipment for further and vocational education – focused on growth and key business sectors	79.0	29.3	10.25	-	-
Business Finance Direct finance for businesses with the appetite and capacity for growth, focused on promoting innovation within our key business sectors.	80.0	28.0	8.0	8,250	-
Sector Growth A coordinated approach to helping businesses grow across Kent and Medway – linking local and national support.	9.0	6.0	1.0	1,000	-
Employment and Skills All-age careers sector-focused guidance, jobs matching and brokerage.	8.0	4.5	0.75	-	-
Total	2,576.5	501.5	110.8	165,390	128,380

Asks and offers

This Growth Deal is about an agreement with Government. Linked with our six-year investment plan, Kent and Medway Economic Partnership makes **ten commitments** and asks:

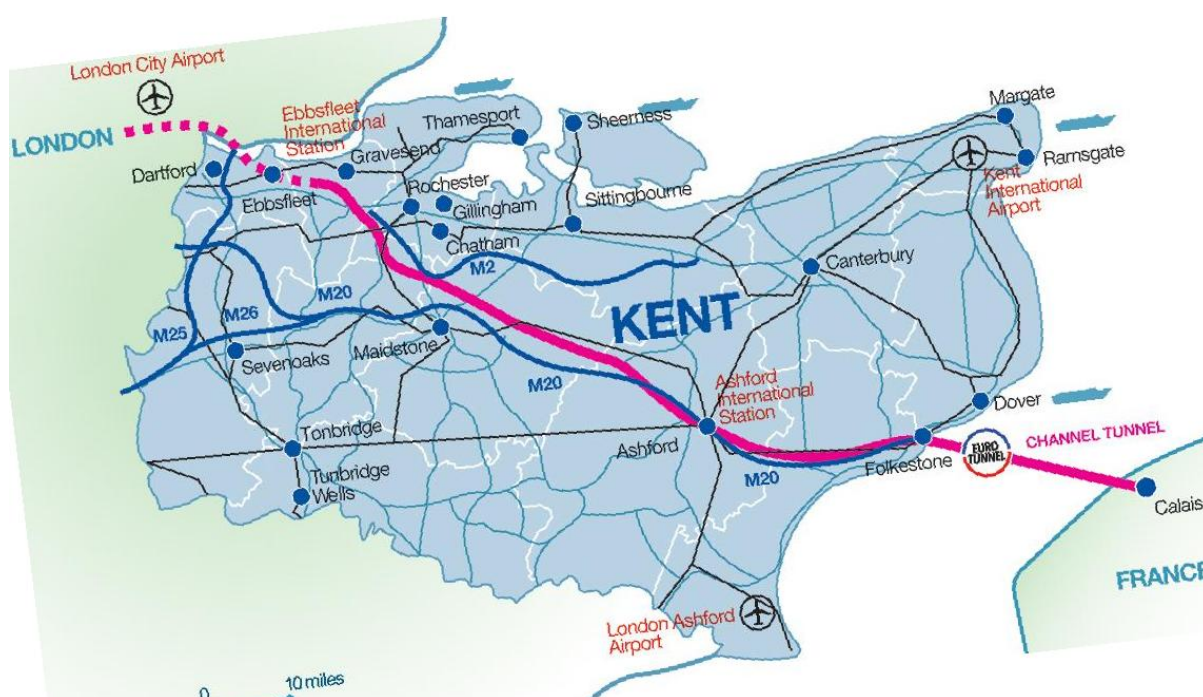
1. Across Kent and Medway, we will invest **£60 million in direct local authority contributions** to our proposed six-year transport programme, alongside a further £350 million in private and other contributions to match proposed Local Growth Fund investment.
2. As part of this, in 2014/15, we will start **delivery of transport schemes worth a combined £72 million** and which will seek Local Growth Fund support in 2015/16.
3. We will prioritise an element of Local Growth Fund investment in **national Highways Agency schemes**, to unlock growth on the A2-M2 Corridor, where this is accompanied by a firm Highways Agency commitment to bring forward early delivery. In exchange, we ask for **greater flexibility in HA policy** to allow us to deliver a new M2 junction unlocking significant high-value employment, and to **devolve delivery** where local partners can deliver cheaper and quicker.
4. In addition, we will invest **at least £10 million per year for six years** in local authority capital in specific projects in Kent and Medway alongside proposed SEFUND investments – unlocking new development as well as making a return to the taxpayer.
5. We will match our proposals for **housing market renewal in coastal Kent** with **£20 million future local authority investment** to bring empty and poor quality homes back into family use. We ask for **greater powers to crack down on rogue landlords** and reduce the flow of vulnerable families into areas with concentrated deprivation.
6. Building on our existing commitment to underwrite £40 million in infrastructure investment at Eastern Quarry and our flexibility in renegotiating developer contributions, we fully **back the Government's proposals for Ebbsfleet Garden City, including the creation of an Urban Development Corporation**. We will work with Government to create an effective, 21st century UDC for Ebbsfleet.
7. We will promote a further Garden City at Chilmington as part of the growth of **Ashford** and we ask Government to work with us and Natural England to unblock the stalled development of the major new community at **Lodge Hill**.
8. We will focus new further education on our priority growth areas – with **Ashford International College** shovel-ready for 2015 and partly match funded by Ashford Borough Council.
9. For all our proposed access to finance, business support and employment and skills proposals, we will **fund 100% of development, start-up and management costs from local resources in 2014/15** – so that we hit the ground running and **start delivery no later than 1 April 2015**.
10. As part of our agreement to manage Local Growth Fund capital investments in transport and development, we will ensure that **no funds are allocated without clear commitments from private sector developers to accelerate build-out**. In exchange, we ask for **freedom to determine scheme prioritisation and programme management** so that we can respond to the market and to those developers with the appetite and capacity to accelerate delivery.

Context: Opportunities, challenges, solutions

As the national economy returns to growth, Kent and Medway has major opportunities for expansion, building on two decades of infrastructure investment and an excellent partnership between local government and business. But if we are to fully unlock our potential, we must overcome the transport and infrastructure and financing constraints that impede growth – and we must support our key business sectors in accessing the skills and support they need. This section sets out our opportunities and challenges – and the big solutions we must progress through our Growth Deal.

Big opportunities for growth

Kent and Medway is growing. Over the next twenty years, our population will increase by 13%, or around 220,000 – equivalent to five towns the size of Tunbridge Wells, with growth especially concentrated in the Thames Gateway and at Ashford and with GVA growth significantly above the national average over the past decade. This growth will be supported by the county's strategic position between London and the Continent, growth in a series of key sectors and a strong and positive relationship between local business and local government.



We have internationally important infrastructure

Kent and Medway is Britain's gateway county. Our **strategic port, rail and road infrastructure** is vital in linking continental Europe with London and the rest of the UK, and is becoming increasingly important as freight volumes through the Port of Dover and Eurotunnel rise and Eurostar passenger numbers continue to grow. Recent investment in major transport infrastructure has brought Kent and Medway closer to markets and employment opportunities, in particular through the dramatic reductions in journey times between North and East Kent and London as a result of **High Speed One**. With Kent and Medway an early adopter of national and local government investment in **high speed**

broadband, better connectivity is opening up new business opportunities, especially in rural parts of the county.

We have a transforming economic base with opportunities in key growth sectors

For much of the twentieth century, the Kent and Medway economy was dominated by traditional industries. Proximity to the London construction market and the abundance of chalk gave rise to major building materials and quarrying industries, especially in North Kent. Naval shipyards supported extensive defence-related and engineering activities. The UK's largest concentration of paper making industries developed along the Medway, while domestic tourism, largely geared to the London market, flourished in seaside towns such as Margate, Folkestone and Herne Bay. As the 'Garden of England', Kent's high quality agricultural land and easy access to markets made the county the country's centre for fruit production.

The past twenty years have seen the economy transformed. Global economic change has meant that much of the county's traditional industrial base has been eroded, in many cases leaving a physical legacy of redundant sites and buildings and communities without their previous economic drivers – and historically, Kent and Medway has lagged behind the rest of the South East.

But today, the county's economy is rapidly changing. Increasingly dominated by small and medium enterprises, Kent and Medway has a diverse and resilient economic base – with strengths in growing sectors.

We have an excellent partnership between business and local government

In Kent and Medway, we have benefited from a strong partnership over many years between local government and the private sector for well over a decade. Our established sector-focused business networks include **Kent Developers' Group**, the county-wide **Business Advisory Board** and powerful district business consortiums. These relationships have been recently reinforced by the establishment of the **Kent and Medway Economic Partnership**, chaired by the private sector and including leading businesses from all areas and sectors of the county's economy.

Business has debated our emerging plans via our key sector groups the Chambers of Commerce and our representative organisations, local business partnerships and organisations such as **Locate in Kent**, **Visit Kent** and **Produced in Kent**. So we are confident that our plans represent both credibility and commitment in pursuit of an environment to stimulate business growth.

We have a strong track record of success

In Kent and Medway, we are committed to growth. For example:

- **We are delivering England's most successful Enterprise Zone.** Three years on from Pfizer's decision to exit its R&D facility in Sandwich, over 1,300 jobs have now been secured on site – helped by over £6 million direct investment by Kent County Council in addition to national support.
- **Our Regional Growth Fund programmes are highly successful in unlocking business finance.** With banks reluctant to lend to growing businesses, we have established **three new access to finance programmes**, securing over £55 million RGF investment so far. Already, we have issued £27 million of this initial investment in interest-free loans to businesses with growth potential,

creating over 2,250 jobs. All funds will have been issued as loans by the end of 2014/15 and we will ultimately create over 8,000 jobs.

- **We are developing new solutions to unlock housing growth.** Through the Kier Kent Initiative, we have attracted private investment to build homes for affordable and market rent and market sale on publicly-owned land, at a time when build rates remain low.
- **We are taking an integrated approach to the economic challenges faced by our coastal towns.** In 2006, Kent County Council invested £5 million to return empty properties to use. So far, this has resulted in 3,000 refurbished homes, with the fund continuing to recycle, supporting our ambitious **Live Margate** housing market renewal programme delivered as a partnership between Kent County Council and Thanet District - breaking up the concentrations of deprivation and poor quality housing that undermine our economic potential.
- **We are sharing the risks of development to unlock growth.** At Eastern Quarry, the local authorities have already committed future New Homes Bonus receipts to bring forward essential highways works which could unlock the first 1,500 homes in this vitally important location.

Challenges

The expansion of jobs and homes in Kent and Medway is essential to the growth of the national economy. However, during recession, **housing delivery has fallen substantially short of requirement**. As we recover from the downturn, we need to deliver almost 7,000 homes a year across Kent and Medway. Yet although planning permissions are in place, the impact of recession on viability in many parts of the county means that last year, we only delivered half of our requirement.

So returning to a sustainable level of growth - for housing and employment - is essential if we are to meet the county's future needs.

From discussions with businesses and our sector partnerships such as Kent Developers' Group, we have identified **four key factors** on which our return to growth depends:

- **Our ability to unlock major development sites.** In parts of the county – especially East Kent – the gap between the costs of the infrastructure to unlock growth and the receipts that these developments will yield is wide, even as the market returns. So we need solutions to reduce costs and bridge the viability gap on identified sites.
- **The resilience of our strategic transport network.** Kent and Medway has benefited from significant investment in road and rail infrastructure. But as international traffic rises on major routes, our capacity will become increasingly limited. So we need to address bottlenecks on the strategic network, especially in the Thames Gateway. It is very welcome that the Government has now ruled out the least viable of the three options for a new motorway crossing of the Thames – and we now must find new ways to finance delivery at the earliest opportunity.
- **Our skills potential.** Over the next twenty years, the Kent and Medway workforce will grow more slowly than the population as a whole – so we will need to increase productivity and drive forward our human resource potential – ensuring business has a real role in skills planning and getting more people into work.
- **The innovative capacity of our businesses.** In a competitive world, we need more businesses to invest in R&D, new products, goods and services. So we need to make it easier for businesses to unlock the finance and support that they need to expand.

Solutions

Taking into account our big opportunities and the challenges that we face, this Growth Deal in the pages that follow identifies the solutions that we need to unlock growth in Kent and Medway as part of our Strategic Economic Plan for the South East. We will:

Invest in a strategic transport programme for growth.

We will invest £359 million from the Local Growth Fund in transport infrastructure to open up key housing and employment sites. **We will ensure that all commitments to transport funding from the public sector are accompanied by developer commitments to build within a specified period.**

Open up new solutions for housing and commercial growth.

Through **SEFUND**, we will invest alongside the private sector in bringing forward key development sites which are close to viability, but where market confidence remains weak – in particular, making support available to smaller developers where bank finance remains challenging. We will also invest in measures to **revitalise the housing market and town centres** where they remain blighted by market failure and in non-transport infrastructure where it is essential to unlocking growth.

Unlock private investment in businesses with the appetite for growth.

We will build on the success of TIGER and Expansion East Kent in creating over 8,000 jobs to make it much easier for **SMEs in our key growth sectors to access loan finance and equity investment**. For every pound from the public sector we will secure £3 in private investment, linked with support for firms with the potential for high growth and innovation, building on our successful RGF programmes – which will have invested all their original capital by 2015/16.

Take firm action to deliver coastal renewal.

We will take bold steps to **tackle housing market failures and significant concentrations of deprivation** in many parts of coastal Kent, while promoting the opportunities presented by coastal renewal. We will take draconian measures to remove landlords who put their residents at risk and we will limit the placement of vulnerable households in areas of housing market failure. We will also invest in renewal projects in partnership between the public and private sectors.

Deliver backing for business growth

We will invest in a more **coordinated approach to business support**, focused on backing businesses with the capacity for innovation and expansion, and on those sectors with the greatest capacity for growth and added value. This will include developing the Kent Growth Hub as a central point of information and access to support for business.

Places for growth

We will focus our investment on:

- **Thames Gateway Kent** – the A2/M2 Corridor
- **East Kent** (including Ashford) – the High Speed One Growth Corridor
- **Maidstone** – the M20 Corridor
- **West Kent** – the A21 Corridor and Medway Valley

Thames Gateway Kent

The Thames Gateway is a national priority for growth. Over the next six years, we will focus on unlocking the potential of the new Garden City at Ebbsfleet, the university city at Medway and opportunities at Sittingbourne and Sheppey. Our proposals for growth anticipate over £1.8 billion investment in Thames Gateway Kent over the next six years, including almost £200 million investment through the Local Growth Fund.

Opportunities

- **We have some of the UK's most important locations for growth**, including **Ebbsfleet**, identified as a new **Garden City** with potential for up to 15,000 homes and **Swanscombe Peninsula**, with the prospect of up to 27,000 jobs through a major leisure development. We strongly welcome the Government's announcement of support for Ebbsfleet, with the associated promise of £200 million additional investment.
- **Major transport investments have transformational potential**. **High Speed One** means that Ebbsfleet International is just 17 minutes from central London and Rochester is just half an hour.
- **North Kent's regeneration has been successful and profound**. Exceptional quality waterfront development in Medway, Gravesend and Dartford highlights the emphasis on quality, while the rapid growth of the **Universities at Medway** highlights the pace of economic transformation.
- **North Kent has significant economic growth opportunities**. There are strengths in many of Kent and Medway's priority growth sectors, including manufacturing in Medway and Sittingbourne, life sciences at Kent Science Park, and a growing creative cluster at Medway.

Challenges

- **The transport network is under pressure**. North Kent contains a large number of major sites in close proximity. This impacts on the strategic A2 and M2 as well as on local roads – compounding the pressure imposed by through traffic from the Channel.
- **Major sites remain stalled**. Although the pace of development is accelerating as the market improves, especially in Dartford, there are still significant constraints on delivery. **Major developers remain risk averse, credit constraints continue to impact smaller developers and infrastructure costs are high** on brownfield sites.
- **Skills levels and economic output continue to lag**. Despite major improvements in recent years, North Kent's industrial legacy is reflected in comparatively low productivity and skills.

Solutions: Unlocking growth

Ebbsfleet Garden City

Ebbsfleet extends for 420 hectares between Ebbsfleet International in the east and Bluewater in the west. While the first phase of development has come forward, the economic downturn has largely stalled delivery. Despite flexibility from the local authorities in renegotiating developer contributions and sharing risks in bringing forward infrastructure, residential delivery has been extremely slow, and there has been no progress in bringing forward commercial development around Ebbsfleet

International station. Meanwhile, the nearby 335 hectare Swanscombe Peninsula site has great potential for development as a major leisure destination.

We need a concerted approach to unlock Ebbsfleet and bring forward Swanscombe – so the Government’s announcement that it is to create a new Garden City at Ebbsfleet, with the establishment of an Urban Development Corporation to drive it forward is entirely welcome. **As part of our Growth Deal, we will back the Government’s commitment.** We will seek to bring Local Growth Fund and our own local resources to bear alongside the Government’s £200 million pledge, in a comprehensive investment package, set out in the **Ebbsfleet Garden City Deal**:

The Ebbsfleet Garden City Deal

Ebbsfleet Garden City will deliver over 15,000 homes and up to 20,000 jobs. We seek £30 million in **transport** investment for:

- Two crucial **junction improvements on the A2** at Bean and Ebbsfleet. These will improve access between Ebbsfleet, Eastern Quarry, Swanscombe and the A2. However, as both schemes are on the Highways Agency network, **we expect that they will be funded and delivered by the HA.**
- Improvements to the **junction of the A226 and B255**, which already experiences significant congestion at peak times and which must gain increased capacity for development at Ebbsfleet-Paramount and at a number of other sites in Dartford and Gravesham to proceed.
- **Better links between the existing communities** at Northfleet and Swanscombe to the north of Ebbsfleet and the new employment and residential development to the south.
- Additional investment in the **Fastrack** urban transport system – essential in linking new and existing communities with employment opportunities and Ebbsfleet International – and in the wider public transport network.

Alongside this investment and that in the Government’s recent announcement, we will:

- **Prioritise future skills capital investment for Ebbsfleet Garden City**, linked with the development of an integrated skills strategy for Dartford and Gravesham, recognising the scale of potential employment to be generated by Ebbsfleet and Swanscombe Peninsula.
- **Prioritise SEFUND investment for Ebbsfleet Garden City**, supporting the future UDC in attracting high quality development to the area.
- **Work positively alongside Government** to create an open, democratic, 21st century Urban Development Corporation, closely working with both the local District and County Councils.

Dartford and Gravesend

Dartford and Gravesham will be impacted by the scale of growth at Ebbsfleet and will benefit from the employment and investment associated with it. However, the area contains major scope for additional growth beyond Ebbsfleet itself, and we seek Local Growth Fund investment in transport programmes to support growth in Dartford and Gravesend town centres, including the extension of the Fastrack urban transport system, which links both towns with Ebbsfleet.

Major developments include the expansion of Dartford and Gravesend town centres and the large brownfield housing and commercial developments at St James’s Lane Pit and Northfleet Embankment.

Medway

Medway is the largest urban conurbation in the South East LEP area, with a current population of 264,000, rising to around 300,000 over the next twenty years.

We aim to create a city of culture, learning and enterprise, with a major retail and cultural centre and a strong university presence. Achievements over the past decade in delivering against this vision are considerable: while Medway had no higher education presence at the end of the 1990s, it now houses four universities. Medway's **future growth** is focused on taking forward the development of:

- **Chatham city centre**, including development at Chatham Waterfront), the redevelopment of the retail core (including the redevelopment of the existing Pentagon Centre car park and Tesco site) and new investment in attracting visitors to Chatham's world class naval heritage.
- **Rochester Riverside**, one of the Thames Gateway's flagship regeneration sites, occupying 32 hectares between the River Medway and the London-Dover railway line. With capacity for 1,400 homes, extensive public investment has helped to de-risk the site for development, which is now coming forward. This will include a new station due for completion in 2015 and the development of 3,000 sq metres of managed workspace.
- **Strood**: three key regeneration sites together providing 1,600 new homes and 20,000 sq m of commercial, retail and office space. These include:
 - **Strood Riverside**, with 600 residential units and approximately 1,000 sq metres of commercial space. Medway Council is investing £3m via a Treasury loan in the construction of flood defences to unlock the second phase of this key waterfront development;
 - **Redevelopment of Civic Centre**: Mixed use development on 6.94ha site, comprising approximately 400 residential units, 2,000 sq m of retail and leisure uses and 2,000 sq m of office accommodation. Significant investment in flood defences is required to prepare the site for development.
 - **Temple Waterfront**: Mixed use redevelopment scheme, regenerating the site of a former cement works, industrial timber yard, landfill area and green open space. It will comprise 620 residential units and 15,000 sq m of commercial floorspace. Lack of enabling infrastructure is making the site unattractive to the private sector
- **Rochester Airport**, a key site for commercial development just off Junction 4 of the M2 and adjacent to BAE Systems and the flagship Medway Innovation Centre. Over 1,000 jobs could be created on the site through the development of managed workspace, advanced manufacturing research and prototyping workshops and industrial units. Greenwich University with Medway Council will seek investment from SEFUND from 2015.
- **Lodge Hill**, on former Ministry of Defence land with capacity for 5,000 homes. At present, our ability to bring forward development at Lodge Hill is currently blighted by a Natural England decision – despite over £34 million private investment so far. However, when brought forward, Lodge Hill will be the largest residential development in North Kent outside Ebbsfleet Valley.

In addition, the **Isle of Grain** is a significant centre for port-related and energy generation activities. The expansion of development on land near Thamesport offers potential for around 6,000 new jobs, while the anticipated growth of the offshore wind industry offers additional manufacturing opportunities.

The Medway City Deal

We seek £58 million in transport investment from the Local Growth Fund, including:

- Improved access to **Lodge Hill** and the **Isle of Grain**, including road improvements on the A289 and at the Medway Tunnel, and on the A228 to improve access to **Thamesport**.
- Improvements to connections in **Chatham** town centre, including better links to the rail station;
- Improvements to the road network in **Strood**, supporting housing delivery at Strood Riverside and including improvements at Strood rail station. The package of improvements in Strood also includes measures to improve access to **Medway City Estate**, a major employment location.

In addition, prospective priorities for SEFUND investment include **Rochester Airport** and **Strood Riverside**.

We will:

- **Invest local authority resources alongside SEFUND** in Rochester Airport and Strood Riverside, subject to full independent appraisal and decision by Medway Council;
- Develop a **joint strategy for innovation and enterprise support** between Medway Council and the four universities at Medway, linked with the expansion of facilities for innovation at Rochester Airport and Chatham city centre. This will build on the successful package of business support offered by University of Greenwich at Medway Innovation Centre;
- Together with our agreed joint university innovation strategy, our capital investment in Rochester Airport, Assisted Area designation and the availability of loans through the RGF-funded TIGER programme, we will give **Enterprise Zone status to Rochester Airport**, with the ability to offer reduced business rates to businesses locating on the site;
- Expand existing locally-based **employment brokerage services** to ensure that local residents (especially in disadvantaged communities) are able to access the employment opportunities that will be created by local and national investment in unlocking key sites.

Alongside this, **we ask Government** to:

- Remove the current blight on private investment at Thamesport and on the Isle of Grain (and throughout Medway), by conclusively **ruling out a Thames Estuary Airport**;
- Work with Natural England to permit development at **Lodge Hill**, and work with Medway Council and Land Securities to establish solutions to allow North Kent's second largest mixed-use development to proceed;
- Alongside our designation of Rochester Airport as an Enterprise Zone, **permit the local retention of 100% of business rate receipts on the site over and above the locally-determined discount rate**, ensuring that the Enterprise Zone incentive scheme can be locally funded and supporting the local contribution to essential road infrastructure;
- Provide flexibility regarding historic Thames Gateway investment in the strategic **Strood Riverside** site, where Government's first claim on eventual capital receipts currently make further local investment unviable. We ask DCLG to consider greater flexibility, allowing future capital receipts from the site to be ploughed back into the Strood Riverside scheme via SEFUND.

Sittingbourne and Sheppey

The A249 between the Port of Sheerness and the M2 contains one of the most significant concentrations of manufacturing employment in the South of England. It also contains, Kent Science Park, a major centre for life sciences and environmental technologies with plans to expand. The area contains significant additional land for residential and commercial development, including in

Sittingbourne itself and at Queenborough and Rushenden on the Isle of Sheppey. Key investments to unlock growth in Sittingbourne and Sheppey include:

- Improvements to **Junction 5 of the M2**. At present, Junction 5 is extremely congested at peak hours and is the sole point of access to the M2 from Sittingbourne and Sheppey. Future growth in western Swale therefore depends on significant capacity improvements.
- The development of a **new Junction 5a** and a link road to Kent Science Park from the M2. This would facilitate the Science Park's expansion, with the potential creation of a further 1,800 jobs in a new phase of the successful campus.
- Improved access to residential and commercial developments in northeast Sittingbourne. This includes two key schemes: the completion of the **Sittingbourne Northern Relief Road** to provide direct access from the A249 to the A2 and improvements to the **Grovehurst Junction** on the A249 in north Sittingbourne.

Sittingbourne is the **largest town in Kent without further education provision**. Within proposals for the regeneration of the town centre, there are plans to develop a FE facility, which may come forward for potentially £4-5 million skills capital funding from the Local Growth Fund over the coming years. In the shorter term, the existing **Swale Skills Centre** (which provides skills for the engineering and manufacturing sectors, including the offshore wind industry) has an opportunity to expand vocational provision in 2015/16 and will be an immediate priority for skills capital support.

The Kent CORE

Swale and the Medway Estuary form the heart of the Kent **Centre for Offshore Renewable Engineering (CORE)**, and is one of the most promising locations in the UK for the development of renewable energy, especially offshore wind. The strong local manufacturing base provides opportunities for supply chain development, which will be underpinned by proposed **Assisted Area** designation for part of Medway, Sittingbourne and Sheppey.

Key investments in the Thames Gateway

Transport

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
A2 Bean Junction	2017/18	2019/20	50.00	10.00	40.00	36000	14000
A2 Ebbsfleet Jct	2017/18	2019/20	30.00	6.00	24.00	0	0
M2 Junction 5	2019/20	2020/21	100.00	15.00	85.00	8000	12500
A226 London Road/ St Clements Way Jct	2015/16	2019/20	8.70	4.20	4.50	5120	2440
Northfleet Station & Link	2015/16	2019/20	10.70	6.40	4.30	1300	510
Dartford Town Ctr improvements	2014/15	2018/19	9.00	2.30	6.70	1500	3070
Rathmore Road Link	2014/15	2016/17	8.00	4.10	3.90	700	890
A226 Thames Way dualling	2015/16	2020/21	8.90	3.50	5.40	4500	2440
Sittingbourne Northern Relief Road	2018/19	2020/21	28.60	23.10	5.50	1000	2000
A249 Grovehurst Jct	2018/19	2018/19	2.00	1.00	1.00	2500	1300
M2 Junction 5a	2017/18	2019/20	20.00	12.00	8.00	1800	0

Sittingbourne Town Centre Regen	2015/16	2017/18	4.50	2.50	2.00	950	500
Kent Thameside LSTF	2015/16	2020/21	7.54	4.51	3.03	963	657
A289 Four Elms Rbt to Medway Tunnel	2015/16	2017/18	16.30	11.10	5.20	7688	4433
A228 Grain Crossing removal	2017/18	2020/21	15.00	15.00	0.00	5445	0
Chatham town ctr	2015/16	2017/18	6.90	4.00	2.90	6000	3000
Chatham station	2016/17	2018/19	1.40	0.70	0.70	271	682
Strood town centre	2015/16	2018/19	10.00	9.00	1.00	1000	1000
Strood station	2016/17	2018/19	2.50	1.25	1.25	520	542
Medway City Estate connectivity	2015/16	2017/18	2.00	2.00	0.00	851	0
Medway towns integrated transport	2015/16	2020/21	12.00	6.00	6.00	129	87
A2 Corridor journey time improvements	2015/16	2016/17	2.00	2.00	0.00	129	87
A289 Medway Tunnel maintenance	2015/16	2020/21	9.20	5.00	4.20	5000	0
Medway cycling action plan	2015/16	2020/21	3.00	2.50	0.50	129	87
Total			368.24	153.16	215.08	91,495	50,225

SEFUND/ land and property

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
St James Pit	2019/20	2022/23	80.0	1.0	79.00		800
Dartford Station/ TC	2015/16	2020/21	200.0	1.5	198.50	500	500
Ebbsfleet Garden City	2016/17	2030/31	200.0	5.0	195.00	2,000	2,000
Gravesend town ctr	2016/17	2020/21	100.0	1.5	98.50		1,000
UCA Rochester	2017/18	2019/20	6.0	1.0	5.00	250	
Rochester Airport Business Park	2015/16	2016/17	100.00	8.0	92.00	250	
Rochester Riverside managed workspace	2016/17	2016/17	5.00	2.0	3.00	100	
Strood Civic Centre	2016/17	2018/19	150.00	10.0	140.00	300	400
Temple Waterfront	2015/16	2015/16	200.00	2.0	198.00	500	620
Pentagon Centre redevelopment	2015/16	2015/16	25.00	1.0	24.00	100	
Tesco site, Chatham	2015/16	2015/16	10.00	1.0	9.00	100	
S'bourne Town Ctr	2016/17	2019/20	250.0	2.0	248.00	1,570	400
Queenborough & Rushenden	2017/18	2019/20	100.0	2.0	98.00		1,100
Total			1,426.00	38.00	1,426.00	5,670	6,820

Skills Capital

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Swale Skills Centre	2014/15	2015/16	1.00	0.75	0.25		
MidKent College	2017/18	2018/19	1.00	0.50	0.50		
Sittingbourne FE	2018/19	2020/21	9.00	4.00	5.00		
Ebbsfleet FE	2018/19	2019/20	10.00	2.50	7.50		
Total			21.00	7.75	13.25	0	0

East Kent

East Kent contains some of Britain's most iconic natural and built landmarks and offers an excellent quality of life. But it also has significant capacity for growth, building on greatly improved connectivity, with Ashford expanding more over the next decade than any other Kent district.

Opportunities

- **East Kent is better connected.** While East Kent has always been a vital gateway between the UK and continental Europe, High Speed One services have reduced domestic journeys dramatically
- **Perceptions of East Kent are changing,** Where East Kent was once peripheral and distant, we are now closer to London than Cambridge.
- **Our cultural and tourism offer is improving.** East Kent is naturally a strong tourism proposition. But investment in facilities such as Turner Contemporary at Margate, the Marlowe at Canterbury and Folkestone Creative Quarter have expanded the tourism offer
- **There is significant capacity for growth.** East Kent retains a competitive advantage in land and wage costs, with extensive amounts of serviced employment land.
- **There are strong sector opportunities,** for example in tourism and the cultural and creative industries, in life sciences associated with Discovery Park and in transport and logistics associated with East Kent's port-related activity. Canterbury's large higher education base.
- **Government support for growth is working.** The Regional Growth Fund-backed Expansion East Kent programme is highly successful, with over £18 million already channelled into local companies, unlocking private finance and creating jobs.

Challenges

- **Major sites are often difficult to bring forward.** Although aspirations for growth are high in East Kent, values for housing and employment land are relatively low (and become lower east of Canterbury and Ashford) and local infrastructure constraints are often significant.
- **Concentrations of deprivation are hard to overcome.** Particularly within coastal towns such as Margate and Dover, entrenched worklessness and disadvantage is reinforced by local housing market failures which require a concerted effort to tackle.
- **Infrastructure bottlenecks are significant,** and could hold back growth. While there has been substantial investment in road infrastructure, pinch points on the A2 present challenges, especially given the expansion of the Port of Dover.

Solutions: Unlocking growth

Ashford

Between 2001 and 2011, population growth in Ashford was the third fastest in the South East – with 7,500 jobs created over the same period. Ashford is ambitious to continue this rapid rate of growth, underpinned by the creation of a new Garden City.

Growth in Ashford is central to the economic expansion of East Kent, and will be focused around eight major programmes:

- **Ashford Commercial Quarter,** focused on land adjacent to Ashford International Station and offering major retail and office development;

- **Elwick Place**, a mixed use retail, office and residential development;
- **Ashford International College**, a new further education campus, which is a priority for skills capital investment in 2015/16
- The expansion of the **Ashford Designer Outlet Centre**, providing a higher quality retail offer adjacent to Ashford International Station;
- The development of the **Jasmin Vardimon International Dance Academy**;
- **M20 Junction 10a**, the development of which will directly unlock around 4,000 jobs as well as facilitating growth throughout Ashford and East Kent;
- Improvements to the A28 to facilitate access to **Chilmington Green**, a major urban extension to the south west of Ashford delivering 5,750 homes and 1,000 jobs; and
- The safeguarding of **international rail services** from East Kent through the upgrading of signalling at Ashford International station.

The scale of growth at Ashford is substantial, and requires a coordinated package. As part of our Growth Deal, we will take forward an integrated Ashford City Deal, set out below.

Ashford International City Deal

We ask Government to **consider the potential for Chilmington Green as a new Garden City** when the Government launches its consultation later this year. With a planning application already submitted and our proposed programme of investment to unlock it, Chilmington can be an early success for the Garden Cities programme.

We seek £33.7 million in Local Growth Fund transport investment to support projects including:

- A new partial motorway junction at **M20 Junction 10A**, opening up sites to the south east of Ashford and unlocking over 11,000 jobs and 9,000 homes. This scheme has already been approved by the South East Local Transport Board under earlier arrangements for the allocation of Local Growth Fund transport money;
- Improvements to the **A28 at Chart Road** to open up access to 5,750 homes at Chilmington Green;
- Delivery of new signalling to safeguard international services from Ashford.

In addition, we seek £10 million in Local Growth Fund Skills Capital funding for **Ashford International College** in 2015/16, matched with additional funding from Ashford Borough Council.

As part of our integrated approach to Ashford's development, **we will commit at least £35 million** in funding from Ashford Borough Council and Kent County Council to unlock the eight strategic projects identified as essential to the town's growth.

Canterbury

Canterbury is East Kent's leading centre for high-value employment, centred around the city's four universities. Proposals are being developed for potential SEFUND investment in additional incubator facilities, building on the success of the **Canterbury Innovation Centre** which has over 60 science and technology businesses already in place.

Wider development in Canterbury district is severely constrained by significant traffic congestion particularly along the A28 corridor, which is exacerbated by limited access from the city to the A2 road and several railway level crossings.

Development of a **new relief road on the A28 at Sturry** would enable almost 4,800 new homes to be built and 1,800 jobs to be created in new business space north of Canterbury in so doing also improving journey times along East Kent's A28 corridor from Thanet through Canterbury to Ashford. In addition provision of a **new slip road onto the A2 at Wincheap** would support the delivery of 50,000 m² of new retail and leisure floorspace generating 1,400 new jobs thereby supporting the city's wider economic growth and underlining its status as an important regional retail hub.

Dover

The **Port of Dover** is of national significance. Already the largest passenger port in Europe, Dover is associated with a major integrated regeneration programme, including the development of Terminal 2 and associated infrastructure improvements, linked with new marina and leisure facilities and mixed use developments at **Dover Waterfront and the town centre**. As well as road infrastructure improvements funded through our proposed transport programme, there is potential for recyclable SEFUND investment to bring forward development.

To the north of Dover, the development of **Whitfield** will bring forward 5,750 new homes. However, development is constrained by high infrastructure costs. The redevelopment of the **Duke of York roundabout** and improvements to the A256 will help to accelerate delivery, as well as supporting an additional 500 homes at the Connaught Barracks development.

All development at Dover – including the expansion of the Port – will also be supported by investment in the strategic road network through the **bifurcation of the A2/M2 and A20/A20 transport corridors**, which early investments in key junctions on the M2 and A2 in Thames Gateway Kent will be important in facilitating.

Folkestone

Folkestone is developing as a major creative centre, backed by extensive private sector investment in the **Creative Quarter**. Building on this, a major regeneration scheme at **Folkestone Seafront** and Harbour will bring forward up to 1,000 new homes and up to 10,000 sqm of commercial floorspace, together with improvements to the beach and seafront facilities – unlocking around 300 jobs. Early work on the development of SEFUND indicates that this could be facilitated with a total upfront infrastructure investment of £5.1m. This investment would de-risk the first phase of this scheme, and would accelerate the start of the development onsite to 2015.

Discovery Park/ Manston

Discovery Park is already England's most successful **Enterprise Zone**, with over 1,300 jobs secured on the site since Enterprise Zone status was granted in 2011, a Local Development Order in place and proposals being brought forward for residential and commercial development on the site alongside its scientific research and development core.

However, the area around Discovery Park has been faced with a further challenge following the decision of the owners of Manston Airport to enter into consultation on the future of the facility. Yet the area around Manston and Discovery Park contains extensive land suitable for residential and employment use, and is well connected by new infrastructure.

Through this Growth Deal, we will take a concerted approach to bringing forward growth at Manston and Discovery Park:

The Discovery Park and Manston Growth Deal

We will take forward a coordinated approach to the development of Discovery Park and Manston. We will:

- **Consider extending Enterprise Zone** designation to Manston Business Park, Manston Airport and the Richborough Corridor. We ask Government to permit Thanet District Council to retain 100% of business rate receipts within the Zone with no impact on their baseline, in order that discounts can be fully funded by receipts above the discount level.
- Allocate £3.5 million in **Local Growth Fund finance** to support commercial development at Manston and Discovery Park.
- Support **SEFUND** investment in commercial and residential development.

Alongside this, we seek Local Growth Fund transport investment in **Thanet Parkway** station as a priority to reinforce the success of Discovery Park and support investment at Manston as well as in the **Westwood Relief Strategy**, eliminating a major bottleneck impacting on employment and commercial growth in Thanet Central Island.

Margate, Ramsgate and Broadstairs

The opening of Turner Contemporary in 2011 has had a major impact on Margate, generating over a million visitors. This has driven the regeneration of the Old Town and establishing Margate as a major cultural and leisure destination, with a growing cluster of creative businesses supported by the Regional Growth Fund-supported Success programme. New commercial interest in hotel and leisure developments in Margate are building on the town's unique location and heritage, and our proposed **transport investments**, including a series key junction improvements in central Margate, will help to relieve congestion as well as supporting new housing growth.

However, a number of key sites in Thanet remain vacant, due to an unbalanced local housing market which tends to reinforce a concentration of high benefit dependency. We must build on partnership initiatives such as **Live Margate** and **No Use Empty** to intervene in the local housing market, alongside the **coastal housing investment programme** highlighted elsewhere in this Plan.

We will **invest £7.5 million in Local Growth Fund in to extend the Live Margate and No Use Empty programmes**, offering loans to individuals to restore homes previously used for multiple occupancy to single home ownership. At the same time, we will discuss with Government the potential for further powers to close down poor quality housing stock that puts residents at risk – reducing the benefit trap by capping placements of vulnerable families in designated 'no go' areas, restricting housing benefit payments to sub-standard landlords, and investing in housing renewal.

Investment: Transport

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
M20 Junction 10a	2015/16	2017/18	35.00	19.70	15.30	11000	9500
A28 Chart Rd, Ashfd	2015/16	2018/19	19.50	10.23	9.27	510	2848
Ashford public transport	2017/18	2018/19	3.00	3.00	0.00	90	502
Ashford Spurs signalling	2018/19	2018/19	1.50	0.75	0.75	71	350
Sturry Link Road Canterbury	2017/18	2019/20	28.60	5.90	22.70	1700	4220

A28 Sturry Integrated transport package	2015/16	2015/16	0.50	0.25	0.25	110	300
A2/A28 off slip and link road Canterbury	2017/18	2018/19	12.00	2.00	10.00	760	500
Dover Bus Rapid Transit	2017/18	2019/20	6.00	2.00	4.00	250	3260
Dover Waterfront links to town centre	2015/16	2016/17	30.00	10.00	20.00	1685	500
North Deal improvements	2015/16	2015/16	1.50	0.75	0.75	150	150
Duke of York Rbt	2015/16	2019/20	5.50	5.00	0.50	250	2660
Newingreen Junction, Shepway	2016/17	2017/18	0.70	0.41	0.29	600	450
Cheriton High St A20	2018/19	2018/19	0.57	0.30	0.27	120	1200
Folkestone Seafront	2015/16	2015/16	0.50	0.50	0.00	300	1000
Margate junction improvements	2018/19	2019/20	10.00	6.50	3.50	1900	5885
Westwood Relief Strategy, Thanet	2016/17	2017/18	9.00	7.00	2.00	3500	1994
East Kent LSTF	2015/16	2020/21	16.14	9.78	6.36	1712	2260
Thanet Parkway	2015/16	2017/18	14.00	10.00	4.00	5000	2000
Total			194.01	94.07	99.94	29,708	39,579

Investment: SEFUND

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Ashford Town Ctr	2015/16	2017/18	50.00	2.00	48.00	4200	
Chilmington Gdn City	2018/19	2030/31	200.00	3.00	197.00		2400
Canterbury City Centre/ Wincheap	2019/20	2020/21	100.00	2.00	98.00	1000	
University of Kent	2016/17	2020/21	10.00	1.00	9.00	200	
Canterbury Christ Church	2018/19	2018/19	2.50	0.50	2.00	50	
Discovery Park	2016/17	2020/21	100.00	1.50	98.50	2000	500
Dover Waterfront	2016/17	2019/20	100.00	2.00	98.00		400
Folkestone Seafront	2015/16	2018/19	100.00	5.20	94.80		1000
Manston / Eurokent	2015/16	2018/19	50.00	2.00	48.00	500	500
Rendezvous, M'gate	2015/16	2015/16	15.00	1.00	14.00	80	20
Live Margate/ Housing Market Renewal	2015/16	2021/22	30.00	5.00	25.00		500
Total			757.50	25.20	732.30	8,030	5,320

Investment: Skills Capital

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Ashford International College	2015/16	2016/17	25.00	9.50	15.50		
Thanet skills provision	2016/17	2019/20	2.00	1.00	1.00		
Dover FE	2016/17	2018/19	12.00	5.00	7.00		
Folkestone FE	2016/17	2017/18	15.00	5.00	10.00		
Total			54.00	20.50	33.50	0	0

Places for Growth: Maidstone

Maidstone is Kent's county town, a major economic centre for North, East and West Kent located at the heart of the M20 corridor. With a buoyant economy, Maidstone has strong ambitions for growth, with 9,400 new homes planned between 2011 and 2021.

Opportunities

- **Central location with good road transport connections.** Maidstone's position at the centre of the county adjacent to the M20 means that developer interest and viability is high.
- **Diverse sector base.** With established strengths in business services, Maidstone is increasingly developing a presence in media-related activity and health technology.
- **Significant opportunities for growth,** especially at M20 Junction 7, which includes Eclipse Business Park and the Maidstone Medical Campus, as well as in the town centre.

Challenges

- **Relatively weak rail connectivity.** Services on the Maidstone East to Victoria line remain slow and services accessing High Speed One are limited.
- **High levels of congestion,** especially in the town centre. While this presents an obstacle to future growth, it also impacts on existing businesses.

Solutions: Unlocking growth

A transport infrastructure package for growth

Maidstone's future growth will require significant investment in **transport infrastructure**, which is also vital to sustain the town's current role as a major retail and employment centre. In particular, all the major arterial routes into Maidstone converge at the **Maidstone Gyratory Junction** crossing the River Medway, imposing significant congestion and delay. A gyratory relief scheme will help to overcome these severe constraints and is a priority for support through the Local Growth Fund from 2015/16.

In addition, to support Maidstone's wider growth (including significant growth anticipated in the smaller rural towns within Maidstone's hinterland), we propose a major **integrated transport package**, including key junction and road capacity improvements and enhanced public transport.

Bringing forward economic opportunity

Junction 7 of the M20 is already seeing major commercial expansion, with new finance and business services employment at **Eclipse Park** and concentration of media and creative industries at **Maidstone Television Studios**. This will be accompanied by the establishment of **Maidstone Medical Campus**. Work on the Kent Institute of Medicine and Surgery, at the heart of the Medical Campus, is nearing completion and the Institute will open in April 2014. Potential investment via SEFUND could help to bring forward the next phase of development, supporting initial infrastructure costs.

In **Maidstone Town Centre**, there is a key opportunity for growth in the redevelopment of the area surrounding **Maidstone East Station**. Currently providing a poor gateway to the town, there is developer interest in replacing outdated office blocks and car parking with a new mixed-use extension of the town centre, which early public investment could help to unlock. Elsewhere in the town centre, opportunities to redevelop the retail core could bring forward further housing growth.

Investment: Transport

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Maidstone Gyratory Bypass	2015/16	2016/17	5.70	4.56	1.14	2000	5049
Maidstone sust. transport	2015/16	2016/17	3.00	2.00	1.00	350	475
Maidstone Integrated Transport	2015/16	2017/18	15.00	8.90	6.10	5000	4455
Total			23.70	15.46	8.24	7,350	9,979

Investment: SEFUND

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Maidstone Medical Campus	2016/17	2020/21	100.00	2.00	98.00	600	
Maidstone East	2016/17	2020/21	80.00	1.00	79.00	320	300
Wrens Cross/ Mall	2016/17	2018/19	80.00	2.00	78.00		300
Total			260.00	5.00	255.00	920	600

Rural Kent

The rural economy makes a disproportionately large contribution to Kent and Medway's economic growth, with around 36% of all jobs in Kent located in rural areas. A recognised key sector for Kent and Medway Kent's farming sector is increasingly knowledge and technology intensive, and Kent has a key centre of research excellence at East Malling Research. However, the rural business base involves a wide range of sectors, with relatively high levels of home-working.

The emerging Kent Rural Delivery Framework highlights the priorities for the growth of rural Kent as:

- Ensuring access to business critical infrastructure, including appropriate workspace and extending the reach of superfast broadband and mobile connectivity. This may include the use of Local Growth Fund to support the extension of superfast broadband to the 'final 9%', matching investment from BDUK;
- Optimising the take-up of new technologies by rural businesses;
- Fostering a resilient and profitable land-based sector, including through continued diversification and the growth of agri-tech; and
- Supporting a culture of entrepreneurship

The recent allocation of over £15 million in funding from the European Agriculture Fund for Rural Development (EAFRD) provides an opportunity to Kent and Medway to build on our success in the two existing LEADER programmes to make more funding directly available to business and we will explore the potential for this over the coming weeks.

Places for Growth: West Kent

West Kent has a strong and resilient economy, with a dynamic SME base, good connectivity and an excellent quality of life making it one of the best places in the South East in which to start and grow a business. It is essential that we maintain West Kent's success as a driving force in the South East economy.

Opportunities

- **Growth in West Kent supports the wider South East economy.** Knowledge economy employment is higher than in other parts of the county, and there is a diverse SME base of 16,000 businesses with high potential for innovation and growth. Business start-up numbers are high and businesses survive longer and grow faster here.
- **There are significant sector strengths.** The software and electronic publishing sector in Tunbridge Wells is among the largest in the South East, underpinning strengths in creative and media industries. Leisure and tourism is strong and growing.
- **Demand for development is high and flagship developments are successful.** In particular, Kings Hill, built on a former airfield and now Kent's leading business park with over 5,000 jobs, and there is further scope for growth at North Farm and Fort Halstead.
- **Connectivity is good**, with proximity to the M25 and planned improvements to the A21 between Tonbridge and Pembury. London rail links are also good from Sevenoaks, Tonbridge and Tunbridge Wells, and investment in rural broadband has important benefits for West Kent businesses.

Challenges

- **Locations for growth need careful selection.** With much of West Kent covered by metropolitan green belt, new sites must be carefully planned and supported by appropriate investment in transport infrastructure. There is scope to intensify and improve a number of key sites
- **Congestion is often high**, especially in town centres such as Tonbridge, Tunbridge Wells and Sevenoaks. Improvements in the road network have not kept pace with the rate of economic growth, particularly in relation to access to the motorway network and the lack of capacity on rail services to London (especially on the Maidstone line via West Malling).
- **Localised pockets of deprivation** – often masked by impressions of general affluence where targeted investment is needed.

Solutions: Unlocking growth

With a robust economy, relatively small amounts of public investment can unlock substantial private sector leverage. In West Kent, our focus for growth is on our major town centres and business locations, with public investment helping to rationalise and intensify existing sites and bring forward new sites for development.

Tunbridge Wells

The thriving town centre of Royal Tunbridge Wells will see substantial housing growth and cultural-led investment which will drive forward growth in tourism, media and the creative industries. To support this growth, we will implement a comprehensive package of transport measures to tackle congestion hotspots, including improvements to the **A26 and A264 approaches to Tunbridge Wells** and measures to improve public transport.

At the key **North Farm** development, a major scheme to widen the existing railway bridge will also help to unlock the potential of a major location for employment growth, linked with additional investment in vocational further education.

Tonbridge

High congestion levels impact on the sustainability of Tonbridge town centre and we seek funding for a coordinated congestion relief package. Outside of the proposed LGF transport funding, we will explore with the Environment Agency the potential for the partial funding of improvements to the **Leigh Barrier flood defences**, given the need to protect identified areas for growth at Tonbridge and Maidstone from future flooding incidents.

Swanley

Adjacent to the M25, just 26 minutes by rail to London and close to the employment opportunities coming forward in North Kent, a package of measures to improve Swanley would enable new homes and employment space. There is emerging private sector interest in bringing forward **growth in the town centre and southeast Swanley**, including a new business and enterprise hub. Investment through SEFUND could help to unlock this growth, creating a long term change in the town's prospects.

Kings Hill and Medway Valley

In the eastern part of West Kent, there is significant growth at Peters Village at Wouldham, which will deliver around 1,000 new homes. This will require additional investment **at Junction 4 of the M20**, for which we seek partial LGF funding. Improvements to Junction 4 will also support the continued development of one of the South East's most successful business park and residential developments at **Kings Hill** near West Malling.

Supporting research and growth

West Kent has a leading facility at **East Malling Research**, specialising in crop and horticultural research and with aspirations to develop additional businesses premises. At **Fort Halstead** near Sevenoaks, there is also the opportunity to develop business space for research-focused businesses alongside a retained presence by QinetiQ, the defence technology company. Potentially, projects at EMR or Fort Halstead could come forward for support via SEFUND.

Improving connections for the longer term

Linking all of West Kent's key growth locations – and maintaining the area's long-term resilience – requires targeted transport connections. West Kent will benefit from the planned dualling of the **A21 between Tonbridge and Pembury**, supporting growth throughout the A21 corridor between London and Hastings: it is vital that the Highways Agency progresses these improvements at the earliest opportunity.

In addition, improvements to the **A228 at Colts Hill** will be important in improving connectivity between Tunbridge Wells, Kings Hill and the major growth points at Maidstone, and Local Growth Fund investment is sought to secure this major scheme. In the longer term, access to the M25 from parts of West Kent is also constrained, requiring a potential assessment of the benefits and impacts of M25 junction changes.

Investment: Transport

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
M20 Junction 4 Eastern Overbridge	2015/16	2015/16	4.44	2.19	2.25	1785	4068
Tonbridge Town Centre Regeneration	2015/16	2016/17	3.87	2.37	1.50	450	1000
North Farm Relief Strategy, Tunbridge Wells	2015/16	2021/22	10.50	8.50	2.00	555	440
Tunbridge Wells P&R	2015/16	2019/20	10.00	8.50	1.50	1160	725
A228 Colts Hill Relief Scheme	2016/17	2020/21	35.00	35.00	0.00	2000	1500
A26 London Rd/ Speldhurst Rd/ Yew Tree Rd Junction Improvement, Tunbridge Wells	2015/16	2016/17	2.00	1.75	0.25	105	85
West Kent LSTF	2015/16	2020/21	9.05	4.89	4.16	405	443
Total			74.86	63.20	11.66	6,460	8,261

Investment: SEFUND

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Swanley Town Centre	2015/16	2018/19	50.00	1.00	49.00	500	60
Eas Malling Research	2015/16	2017/18	5.00	0.50	4.50	100	
Peter's Village	2016/17	2018/19	100.00	1.00	99.00		1000
Tunbridge Wells town centre	2016/17	2018/19	20.00	1.00	19.00	500	
Total			175.00	3.50	171.50	1,100	1,060

Investment: Skills Capital

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Tunbridge Wells vocational provision	2015/16	2017/18	4.00	1.00	3.00		
Total			4.00	1.00	3.00	0	0

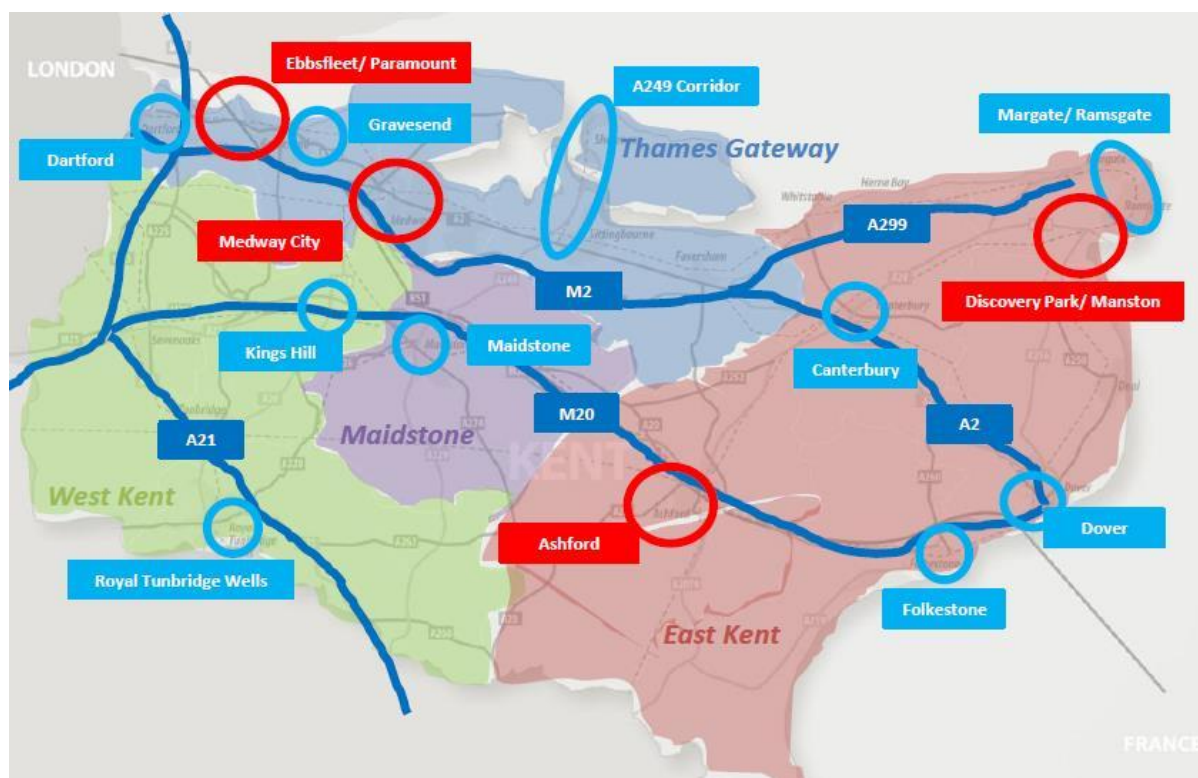
Infrastructure for Growth

For our key growth locations and corridors, we have identified the transport interventions needed to unlock growth. Combined, our transport programme will facilitate delivery of 141,000 jobs and 114,000 homes across Kent and Medway. However, our proposed transport investments will have strategic benefits as well as helping to unlock specific growth locations.

Growth without Gridlock

Growth without Gridlock in Kent and Medway, the county's transport strategy sets out our priorities for future transport investment, focused on the need for transformational change of national significance (such as a Lower Thames Crossing) and local schemes needed to unlock growth. Within our Growth Deal, we have focused primarily on securing additional 'local' investment, set out in the previous area and corridor sections, but it is essential that we also secure the resilience of our strategic network:

Our national corridors



It is vital our national corridors of the M2/A2, M20 and High Speed 1 perform well. If they are congested the detrimental impact to not only the national economy but to Kent and Medway is huge. Basically investment goes elsewhere. Significant improvement to these national corridors is therefore the cornerstone to our plan. **We fully expect Government to fund these improvements.** However, a number of these schemes however are so strategically important to our economy we are

willing to put in an element of funding to ensure they are brought forward as early as possible. Key investments required are:

- A2 Bean Junction (with a Local Growth Fund requirement of £10 million)
- A2 Ebbsfleet Junction (with a LGF requirement of £6 million)
- M2 Junction 5 (with a LGF requirement of £15 million)
- Operation Stack Lorry Park (with a LGF requirement of £10 million)

In addition, further Highways Agency investment will be required at **M2 Junction 7**, in the **dualling of the A2 at Lydden**, near Dover and improvements to **M2 Junction 3** to support the development of Rochester Airport.

National corridors investment supporting our growth areas

While major improvements to the strategic road and rail networks are our priority, we know there is much we need to do at the local level to make sure that our growth areas are delivered. Key to this are connections from the strategic road network that will allow us to “piggy-back” off the investment in the strategic network to unlock our full growth potential. **These schemes connecting the national network to the local, will deliver 13,500 jobs and 10,000 homes:**

- M2 Junction 5a and Link Road, supporting Kent Science Park (with a LGF requirement of £12 million)
- M2 Junction 10a at Ashford (with a LGF requirement of £19.7 million)
- A2/A28 off-slip and link road at Canterbury (with a LGF requirement of £2 million).

County-wide priorities for Local Growth Fund

Throughout this chapter, we have highlighted the key transport interventions for which we require Local Growth Fund investment to unlock sites for employment and housing. However, a number of schemes and programmes have impacts across Kent and Medway:

Kent and Medway-wide Local Growth Fund transport investments

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Sustainable access to education and employment	2015/16	2020/21	1.20	0.90	0.30	140	
Strategic congestion management	2015/16	2020/21	4.80	4.80	0.00	2003	2292
Kent sustainable interventions supporting growth	2015/16	2020/21	3.00	3.00	0.00	1335	1528
Operation Stack and overnight lorry park	2015/16	2017/18	20.00	10.00	10.00	1000	1500
Additional Op Stack and overnight lorry park	2019/20	2020/21	18.00	15.00	3.00	928	1220
Total			47.00	33.70	13.30	5,406	6,540

Sectors for growth

We must ensure that we have a positive environment for business expansion – where businesses with the appetite for growth can secure the finance, the land, the people and the ideas to create jobs and prosperity and our key sectors have strong prospects for growth

Opportunities

- **We have an entrepreneurial economy**, driven by thousands of small and medium-sized businesses. Of 63,650 businesses across the county, 89% employ fewer than ten people.
- **We have a growing knowledge economy**. The number of people employed in the knowledge economy remains relatively small – reflecting Kent and Medway’s traditional industrial legacy. But over the past 15 years, **it has grown at almost twice the national rate of growth**.
- **We are benefiting from improved infrastructure**. High Speed One has transformed the travelling time between London and parts of Kent. Previously distant and peripheral, it is now quicker to reach Canary Wharf from Ebbsfleet than it is from Kensington.

We have established a strong, long-term partnership with our leading business sectors, through a continuing series of sector roundtables. We have used our sector knowledge to focus on targeted interventions where there are gaps in the market.

Kent and Medway’s key sector opportunities	
Sectors	Opportunities
Life sciences	6,000 jobs. Concentrations of activity at Discovery Park Enterprise Zone and at Kent Science Park near Sittingbourne, with emerging opportunities at the new Maidstone Medical Campus.
Creative and media	14,000 jobs; 85% sector growth over the past decade. Strengths in software and digital media, especially in Tunbridge Wells, Maidstone, and coastal East Kent.
Low carbon	21,000 jobs in renewable energy, energy efficiency and carbon reduction technologies – and underpinned by the designation of the Kent coast as a Centre for Offshore Renewable Engineering.
Land-based	Comparative advantage in horticulture, accounting for over two thirds of national top fruit production. Research-intensive growth opportunities, such as at East Malling Research.
Manufacturing	44,000 jobs, accounting for over 10% of Kent and Medway’s GVA. Strong concentrations in Medway and Swale, with major businesses such as BAE Systems and Delphi supporting a strong SME base.
Construction	36,000 jobs. Proximity to the London and South East market and major developments in Kent and Medway support growth in the sector, with new opportunities in sustainable construction technologies.
Tourism and leisure	64,000 jobs. Strong tourism product offer in coastal, historic and rural Kent, which will be reinforced by major investment in new attractions, including the proposed Paramount development in North Kent.
Higher education	Kent has one of the UK’s largest university clusters at Canterbury, as well as a large and growing university presence at Medway, with increasingly strong links with local business in all sectors.

Challenges

- **Access to finance continues to be a constraint.** Bank lending is still lower than it was before the credit crunch, although there are recent signs of improvement. There are also well-evidenced gaps in the availability of equity finance on viable terms, especially for start-ups and younger micro businesses with innovative – but therefore risky – propositions.
- **The business environment is becoming increasingly competitive.** We must become increasingly productive, generating more output with fewer human resource inputs - making it more important that those companies with the ability to grow and create jobs and wealth are able to access the finance and market intelligence they need.
- **Environmental resilience is an increasingly significant issue.** Some parts of the economy (especially in the manufacturing and land-based sectors) will be affected longer term by rising environmental and resource costs which will need to be managed and mitigated if Kent and Medway is to remain competitive, resource efficient and a place for green businesses to invest.
- **Employers often have challenges in accessing the skills they need.** In particular, difficulties in securing staff with the right science, technology and engineering skills are often highlighted – and this is likely to become an increasingly significant challenge as the labour market tightens.

Solutions

To respond to the opportunities and challenges faced by business, we will put in place three **major solutions** as part of our sector-focused Growth Deal. We will:

- Unlock private finance and bridge the innovation funding gap by delivering a £28 million **Finance for Innovation** programme, linked with an integrated approach to innovation and growth;
- Simplify and streamline the business support offer – creating a new **Kent and Medway Growth Hub** at the heart of a better coordinated network;
- Support increased growth through **trade and investment**

Finance for Innovation

Kent and Medway's existing access to finance programmes are highly successful in supporting businesses with the appetite to grow. So far, TIGER and Expansion East Kent – both of which are funded through the Regional Growth Fund – have created 2,250 jobs, and will create over 8,000 by the time all the initial investment has been utilised. With an average cost per job of around £12,000, they are delivering amongst the best value for money of any RGF-funded programmes in England.

However, all Kent and Medway's existing access to finance support will be exhausted by 2015/16, and although TIGER and Expansion East Kent money is recyclable, repayments will be limited until about 2017/18. So there will be a gap when there will be no funds available to lend.

We will create a new programme, **Finance for Innovation**, focused on providing loan and equity finance to SMEs seeking to invest in new products, services and processes with the ability grow and create sustainable employment. It will operate across Kent and Medway, with a focus on investment in our priority growth sectors. In particular, it will make a long term difference by investing in activities most likely to deliver added value and increase knowledge economy employment.

While Finance for Innovation will respond to the clear need for access to finance where this will unlock private investment, it must be at the heart of a wider **innovation support system**. There is

much already available – so we will not duplicate the programmes of the Technology Strategy Board or initiatives such as Growth Accelerator. However, Growth Accelerator, locally-funded programmes such as High Growth Kent, the support to business offered by our universities and our network of innovation centres will be critical in developing applications to Finance for Innovation and ensuring that the businesses we back receive a wide range of additional support. So we will develop a **Kent and Medway Innovation Concordat**, signed by all innovation support organisations setting out how we will work together and add substantial local value to national programmes and initiatives.

To make Finance for Innovation work, we seek **£28 million capital investment from the Local Growth Fund** over six years, to be recycled locally. All Finance for Innovation investments will be made either as loans of up to 50% of project cost, or as equity investment on equal terms with a private investor. We will therefore secure private sector leverage of at least £30 million.

The Kent and Medway Growth Hub

Finance for Innovation and the Kent and Medway Innovation Concordat will help to focus the support available for those businesses with innovative capacity and in our priority growth sectors. But the wider business support landscape is often complicated and confusing.

We will establish a **Kent and Medway Growth Hub**, competitively tendered by Kent and Medway Economic Partnership and providing a central, up-to-date web-based portal to business support and financial assistance offered at local, county and national level, supplemented with start-up and generic business advice. The Growth Hub will also act as the key point for accessing Finance for Innovation and the county's existing access to finance programmes.

We seek **£6 million over six years** from the Local Growth Fund in revenue grant to support the Kent and Medway Growth Hub, which we will match in direct investment in business support products, including the High Growth Kent service for businesses with growth potential and local start-up services and the Low Carbon Kent programme. We will also expand this activity through the ERDF opt-ins to Growth Accelerator and Manufacturing Advisory Service support.

Trade and investment

Next to the markets of continental Europe and the rest of the UK, Kent and Medway is well-placed to benefit from **international trade**. However, we know that Kent companies are less likely to export than firms elsewhere in the South East. Through **Kent International Business**, Kent County Council, local business support providers and UK Trade and Investment (UKTI) are helping Kent and Medway firms to access new markets. We will expand this activity, linked with the development of the county's key growth sectors, through the ERDF 'opt-in' to UKTI support.

Building on the success of Locate in Kent we will increase our promotion of Kent and Medway, recognising the opportunities at Ebbsfleet, Discovery Park and elsewhere. We seek designation of Kent as a **UK inward investment gateway**, with a commitment from UKTI to match local support for inward investment where it is focused around sectors in which the county has national strengths.

Investment: Business growth and productivity

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Finance for Innovation	2015/16	2020/21	80.00	28.00	52.00	8254	
Kent and Medway Growth Hub	2014/15	2020/21	9.00	6.00	3.00	1000	
Total			89.00	34.00	55.00	9,254	0

The Growth Deal/ Skills for growth

Growth in key sectors and increasing employment opportunities demand a motivated, skilled and creative workforce. So we must be innovative, flexible and responsive – engaging employers in designing approaches to skills and the information, advice and guidance that supports it.

Opportunities

- **We have major opportunities for new employment.** Growth is forecast in key sectors, major new developments offer prospects for large-scale job creation and opportunities in London – in commuting distance for much of the county – are set to increase.
- **Employment levels are rising.** With greater flexibility, the labour market should be able to respond as employment opportunities develop.
- **Our workforce is becoming better skilled.** Workforce skills still lag behind the national average, but long term improvement is fairly consistent.
- **School attainment levels are improving.** GCSE results have improved consistently over the past decade, but Kent and Medway now outperform England as a whole

Challenges

- **Employers report skills shortages.** Employers say that they face difficulties in recruiting people with the right skills. Linked with this, there are more apprenticeship vacancies than there are young people to fill them, because many applicants do not have the vocational or work-ready skills to take up available opportunities.
- **This will get worse as the labour market tightens.** Over time, there will be fewer working age people as a proportion of the population, leading to pressure to increase productivity.
- **Parts of Kent and Medway still experience concentrated worklessness.** Despite falling unemployment, access to the labour market is low in places, especially in coastal and Thames Gateway Kent and especially among 18-24 year olds.
- **There is a mismatch between employment opportunities and perceptions.** In a demand-led system, we must ensure that demand is well-informed. But frequently, perceptions of many sector opportunities are outdated and inaccurate.
- **Employers do not always have the time to engage.** We need to strengthen the employer voice in the skills system. But in a local economy dominated by small and micro businesses, there is a limit to the amount of time employers can give to informing the skills system.

Solutions

As part of our Growth Deal, we will put in place measures to create a better-informed skills market by:

- Enabling employers to better participate in informing skills provision;
- Delivering improved information, advice and guidance;
- Developing brokerage and recruitment services to help jobseekers and employers access work;
- Making it easier for young people to access work and training

The Guild Model: Helping employers to participate in informing skills provision

We will create an infrastructure that enables employers to ensure that provision meets their needs – helping them to shape the content of courses in partnership with colleges and other providers.

We will develop a ‘**Guild**’ model, following our sector-led approach. For each priority sector, we will establish a Guild. Employers and providers within the Guild would work together to give employers greater ownership of planning and delivery of information, advice and guidance for their sector. We have already established a Guild for the hospitality and tourism sector, and we will seek to develop the model for our other priority sectors.

The Guild model is an innovative - and low cost - way of delivering better employer engagement with the skills system. As it proves its value in demonstrating how local employers can articulate their skills demands and translate them into provision, we believe that it could have value as a national pilot. **We therefore ask the Government to work with us in evaluating the early success of the Guild model.**

Improved information, advice and guidance

We will implement a comprehensive programme to enhance the information, advice and guidance (IAG) activities of schools, colleges, training providers and the National Careers Service whilst bringing together young people and employers more effectively. This will include a significant expansion of the **Kent Choices4u** online portal, providing high quality IAG and labour market information.

Stronger brokerage services

We will expand the existing **Kent Employment Programme and Employ Medway** into brokerage models, which will include a job matching service. This service will create tailored development plans and progression routes for young people, matching them to jobs based on their capabilities and skills, using the Kent Choices4u platform and linked with our priority growth sectors.

We will explore **new models of engagement** that bring young people and employers together. Building on the work of Youth Employment Zones, this could include short, sharp intervention programmes for 16-24 year olds, getting young people ready for the job market and enabling them to secure a job with training.

Making it easier for young people to access work and training

We will seek to establish a **Workforce Response Fund**, to be used flexibly to remove barriers for individuals, employers and providers to boost skills, employment and job creation, building on Medway’s SUCCESS programme.

Employers, providers and students have also told us that high travel costs remain a barrier to work and learning. We ask Government to consider the **extension of the reduced cost travel by public transport that is currently available to young people under the age of 16 to those aged between 16 and 19.**

Skills Capital investment

The Local Growth Fund includes an allocation of £330 million in 2015/16 for capital investment in the further and vocational education estate. As part of our Growth Deal, we have considered our priorities for this investment in Kent and Medway.

As set out in the area sections above, in 2015/16, Kent and Medway Economic Partnership will prioritise:

- As part of the **Ashford Growth Package**, the development of the new **Ashford International College**. This will provide a new further education college at the heart of Ashford, with a requirement of £9.5 million
- Expansion of existing facilities at **Swale Skills Centre** in Sittingbourne, with a combined requirement of £1 million

Over the next six years, we will ensure that funding is also prioritised for **Ebbsfleet Garden City** as part of the integrated growth package for Ebbsfleet-Swanscombe – focusing on the wide range of skills that will be required as a result of the proposed Paramount development.

The need for further education provision in **Sittingbourne** – the largest town in Kent without FE provision – will also need to be addressed, as will requirements at Folkestone, Dover and Tunbridge Wells.

Investment: Skills and employment revenue

Scheme	Start Date	End Date	Full cost (£m)	LGF funding requirement	Match funding	Jobs	Homes
Enhanced IAG and employability	2015/16	2020/21	5.00	1.50	3.50		
Sector Guild Development	2015/16	2020/21	0.60	0.60	0.00		
Employability Programmes	2015/16	2020/21	2.40	2.40	0.00		
Total			8.00	4.50	3.50	0	0

Making it happen

In Kent and Medway, we have a strong track record of practical delivery, underpinned by a long track record of excellent partnership working between business and local government.

Kent and Medway Economic Partnership

Within the overall context of the LEP's Strategic Economic Plan, the Kent and Medway Economic Partnership will be responsible for the delivery of the objectives set out in this Growth Plan. The KMEP Board consists of 11 business representatives, 8 local authority leaders, and 1 representative from each of higher and further education.

The KMEP is an informal partnership. To ensure full accountability for delivery, Kent County Council and Medway Council share the accountable body role, depending on the programme or project. Both authorities have long experience of maintaining accountability for Government-funded, partnership-managed programmes.

Business voice

Kent and Medway Economic Partnership builds on an excellent track record of partnership between the business and local government. Kent and Medway's **Business Advisory Board** provides a business-led forum, with membership drawn from all key sectors of the economy, with links into local partnerships. This is supported by our sector-focused partnerships and bodies, such as **Kent Developers' Group, Visit Kent** and **Kent Rural Board**.

Democratic accountability

Alongside Kent and Medway Economic Partnership, **Kent Council Leaders** provides a forum for full democratic partnership accountability, bringing together the leaders of all 14 local authorities across Kent and Medway.

Project delivery

Kent County Council and Medway Council have extensive experience and an excellent track record in delivering **major transport schemes**. Most recently, examples include the £87 million East Kent Access road scheme, completed in 2012 and opening up access to Discovery Park, Manston Business Park and wider opportunities in Thanet and Dover. Both highways authorities have wide experience in managing complex and substantial projects in conjunction with developers and other key government agencies – delivering on budget and on time. Kent and Medway Economic Partnership also contains several business members with practical and senior experience in the transport industry, providing strong commercial input alongside democratic accountability.

We also have extensive experience in and capacity to deliver **business growth**. We are currently managing £55 million in Regional Growth Fund investment – delivering among the country's most successful RGF programmes, on track to help create over 10,000 jobs. We are managing the £40 million Broadband Delivery UK programme for Kent and Medway, one of the first in the UK to begin rolling out delivery.

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